Accelerating

our Second Transformation

DAU

2010 Annual Report

Defense Acquisition University

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DAU Mission

Provide a global learning environment to support a mission-ready Defense Acquisition Workforce that develops, delivers, and sustains effective and affordable warfighting capabilities.

Impact acquisition excellence through:

- Acquisition certification and leadership training

- Mission assistance to acquisition organizations and teams

- Online knowledge-sharing resources

- Continuous learning assets

# Inside

Letter from the Acting President

In 2010, Secretary of Defense Robert Gates pushed Department of Defense organizations toward a more efficient, effective, and cost-conscious way of doing business. At DAU, we have worked hard to follow the guidance set forth by the secretary while still providing the highest quality of support to the Defense Acquisition Workforce and, ultimately, the warfighter.

DAU expanded the number of classrooms and hired additional professors to reach the growing acquisition workforce while still supporting initiatives from our senior stakeholders. We've done a remarkable job following the secretary's direction, and we were still able to reach the greatest number of defense acquisition community members to date. We've created robust learning solutions for the acquisition community to accelerate the rate at which information is exchanged and transferred. In FY10, we:

- Provided 12.3 million hours of learning across the Performance Learning Model
- Provided 7.9 million hours of training
- Graduated 238,851 students, a 23 percent increase over last year—a record-breaking 45,883 classroom garduates and 192,968 online graduates
- Increased continuous learning modules completions from 494,568 to 624,859
- Provided 586 mission assistance efforts, totaling 559,478 hours—all working with our customers in their workplaces
- Reached our 100,000th Acquisition Community Connection member

I am also excited to share that DAU has again been recognized for excellence in learning and development by winning a 2010 Brandon Hall Excellence in Learning award. DAU was recognized in the category of "Best Use of Virtual Worlds for Learning" for our Conclave family of immersive learning simulation technologies for intact team training. DAU was again recognized by *Leadership Excellence* magazine as the best in the Government/Military category. We have been able to reach such impressive numbers for our stakeholders and customers with no decrease in customer satisfaction results. It is through the expertise and dedication of our faculty, staff, and contractors that we have been able to provide these landmark results to our customers and stakeholders. By accelerating our second transformation, DAU has been able to continue our success as a world-class training organization and, more important, help improve acquisition outcomes for the warfighter.

James S. McMichael
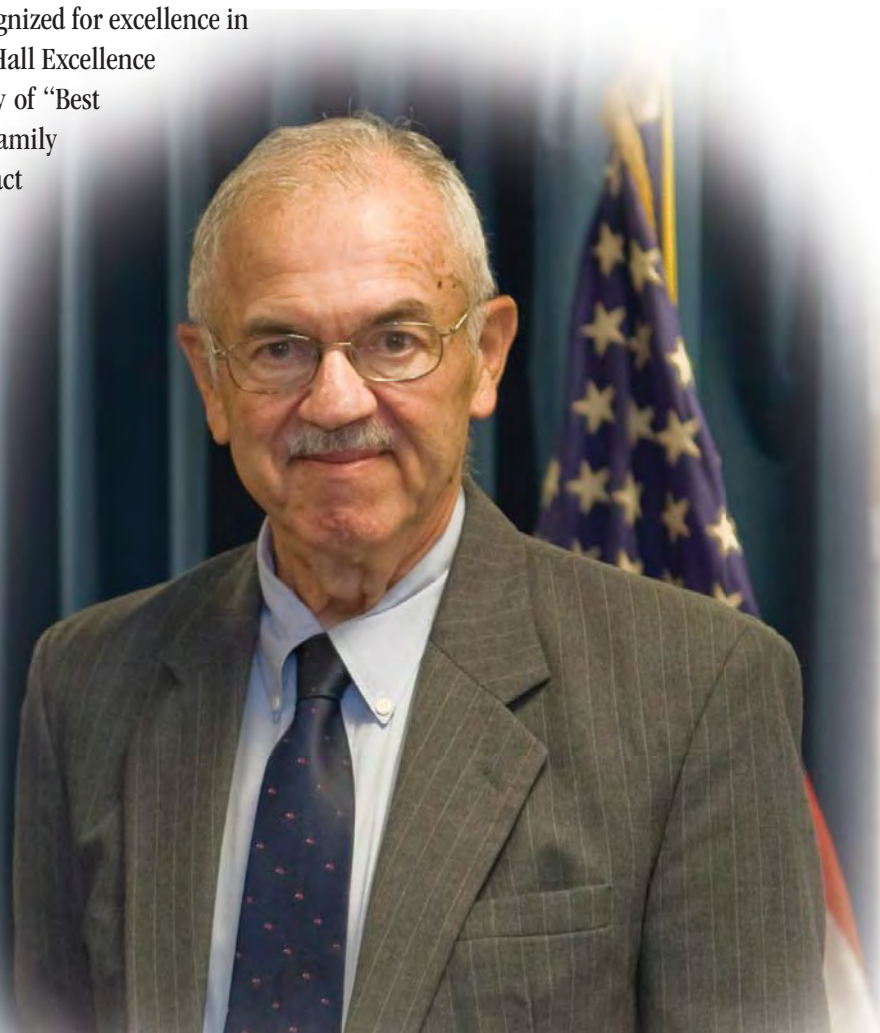
In 2010, DAU accelerated our second transformation by developing and deploying exciting new learning assets to enhance the skills of the Defense Acquisition Workforce and improve acquisition outcomes for the warfighter. From an intensive 4-week immersion into the Federal Acquisition Regulation, to simulation-based team training, to collaborative classroom technologies, to engagement with major defense acquisition programs, DAU continued to accelerate learning and performance for the workforce.

Accelerating
Initiatives that Transform

- **46,000 classroom graduates**

- **MDAP engagements**

- **CON 090**

- **Conclave**

- **Dragonfly simulation**

- **Collaborative training rooms**

Initiatives that Transform

• 46,000 classroom graduates

In 2009, the Secretary of Defense announced his plans to increase the acquisition workforce by an additional 20,000 people by 2015. The implications of this workforce growth strategy on training and development are significant. In response to the growth strategy, DAU established a goal of increasing classroom graduates to 46,000 in FY10. During FY10, DAU continued leveraging funds from the 2008 National Defense Authorization Act Section 852, known as the Defense Acquisition Workforce Development Fund. These funds enhance training and expand capacity through hiring additional faculty, building new classrooms, and implementing new technologies. Since FY08, DAU has hired 118 faculty and added 18 classrooms, which has resulted in an additional 10,022 graduates. Through this expansion of training capacity, DAU has contributed to an 8 percent growth in the number of workforce members that meet or exceed the certification requirement for their position.

Increase in Classroom Graduates in the Defense Acquisition Workforce
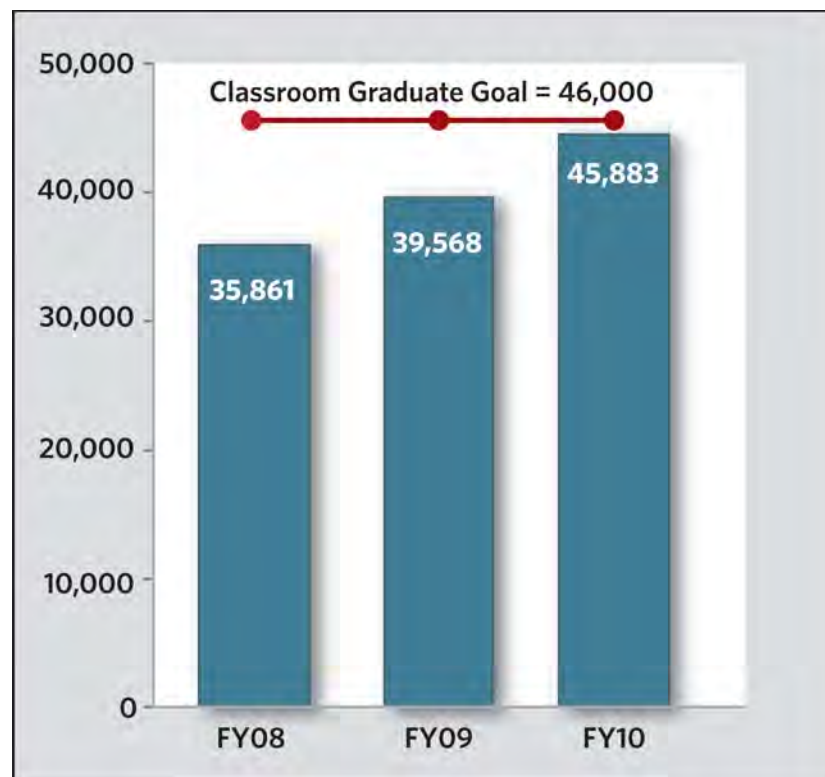
MDAP engagements

To improve the outcome of major defense acquisition programs (MDAPs), DAU engages with acquisition teams, program managers, and program executive officers during critical periods in a program's life cycle. Throughout the year, DAU provided critical support such as program startup workshops, risk assessment workshops, executive coaching, acquisition strategy development, milestone readiness assessments, and smart shutdown workshops. MDAP engagements included:

- **C-17 Globemaster III**—DAU assessed urgent program issues and recommended strategies to resolve issues. In addition, DAU helped coordinate meetings between the program office and the prime contractor, Boeing, to develop a strategy for transitioning sustainment support from contractor-only to a shared organic/contractor construct.

- **C-5 Reliability Enhancement and Reengining Program (RERP)**—To support an Independent Risk Assessment of the C-5 RERP, DAU facilitated risk assessment and management workshops with government and contractors. This risk assessment was required for a full-rate production decision.

> *"Thank you for DAU's support in conducting the readiness for Milestone C assessment of the NMT Program. … NMT successfully completed the [Milestone] C … with direction to accelerate the program. The DAU courses that [we] attended also have contributed significantly to the program's success."*
> *—Vince Squitier, PMW 170 Program Manager*

- **DoD Biometrics**—DAU helped the Army Project Office for DoD Biometrics establish integrated product teams (IPTs) with participation of the military services, Office of the Secretary of Defense, Federal Bureau of Investigation, and the Department of Homeland Security. An IPT kickoff conference marked a milestone in the transition of an initial Iraq/Afghanistan biometrics quick reaction capability to a program of record.

This was critical to preparing for a biometrics enabling capability full deployment decision in June 2011.

- **Joint Precision Approach Landing System (JPALS)**—DAU facilitated a program improvement workshop for the JPALS Program Office (PMA 213) focusing on the effectiveness of program metrics as to maturity, program team understanding, and usefulness in making program decisions. During the workshop, DAU coordinated with PMA 213 government and Raytheon teams to build 13 joint IPT charters, setting the stage for the program to effectively meet future challenges.

Initiatives that Transform

- ## CON 090
  ### Federal Acquisition Regulation (FAR) fundamentals

CON 090 was developed in FY09 at the request of the Contracting functional community and deployed in FY10. There were 33 offerings with 837 graduates. This foundational course for new hires is a 4-week resident course that provides a total immersion into the FAR and the Defense Federal Acquisition Regulation Supplement. CON 090 is a limited lecture, exercise-intensive curriculum. Participants analyze contracting business scenarios developed through research of the FAR and its supplements. The course is presented in four modules: Contracting Overview, Contract Planning, Contract Formulation, and Contract Management.

• Conclave
A family of immersive learning simulation technologies for intact team training

Conclave is a means of assessing the readiness of a team to tackle a particular task. In short, Conclave represents "live-fire acquisition training." Conclave immerses the learners in a virtual program office where they encounter structured learning experiences that mirror real-life challenges. Its acquisition team simulations offer opportunities to exercise leadership behaviors, conduct interpersonal interactions, and perform decision-making activities. Learners experience a wide range of challenging scenarios presented within a flexible virtual environment. Currently, Conclave consists of several simulation tools, including the Intact Team Trainer and Acquisition Challenge.

The Intact Team Trainer is a micro-world based in an office setting. With rooms and tools corresponding to office, conference room, and break room environments, players interact with each other to perform real-world tasks. Computer capture of interactions allows the facilitator to have a wealth of information to discuss with the team and draw out lessons learned. The Intact

Team Trainer can be played either in a classroom or over the Internet. The flexible platform allows the creation of multiple scenarios based on today's acquisition challenges.

Acquisition Challenge puts teams in charge of the development of a soldier rescue system. The decisions the team makes, including which concept to pursue and which technologies to mature, determine the ongoing success or
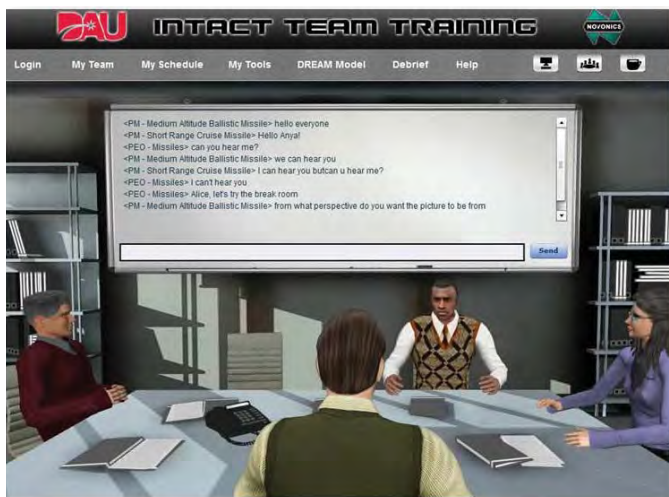
failure of the program. Compressing years of development into just a few hours, Acquisition Challenge poses realistic problems and opportunities that must be balanced against performance, schedule, and budget requirements.

Initiatives that Transform

- ## Dragonfly simulation

In 2010, DAU deployed the Dragonfly simulation, which puts program management students in the shoes of contractors charged with developing affordable unmanned ground vehicles. Future leaders of defense acquisition programs are using this new simulation to grapple with the tough trade-offs inherent in building military vehicles. Players must select from a wide range of design options for various vehicle characteristics to meet specific requirements set by an instructor.

Next, to learn if their designs pass muster on the battlefield, the students drive the virtual vehicles through simulated missions that mix realistic threats, such as mines, with the allure of video games. But the students must also avoid the pitfalls of budget-busting decisions. They are given both unit procurement cost and life-cycle cost constraints. The Dragonfly software automatically computes these costs for them as their design evolves.

Dragonfly allows students to go through the design process and then use the modeling and simulation program to glean useful feedback. It demonstrates how design choices impact the vehicle's performance. This enables users to understand and visualize the systems engineering process.

This new simulation is a key tool for DAU's Program Management Office Course (PMT 352). It is used for about six of the 19 days in the course. The introduction of Dragonfly and other efficiencies helped trim the course from 22 to 19 days.

• Collaborative training rooms

To meet the needs of today's learners, DAU has created several collaborative classrooms using state-of-the-art media equipment designed to enhance learning. Collaborative classrooms accelerate learning by facilitating small group interactions, hands-on applications, and computer-based simulations.

Media:scape—Students, working in groups and facilitated by technology, solve real-world acquisition problems. DAU's media:scape facilitates seamless switching of information from multiple laptops to team room monitors. These multiple monitors provide for a mixture of displayed information as it is entered by team members. Data and ideas can be shared, compared, and evaluated as the team collaborates to arrive at a solution.

TelePresence—Through TelePresence, students engage in face-to-face discussion with counterparts across the country. Telepresence is a high-definition, immersive video conferencing environment that provides true-to-life communications. It provides the ideal setting for small-group training that requires interaction with others located elsewhere.

360º Learning Classroom—Classroom lectures are also enhanced by today's media technology. DAU's 360º Learning Classroom displays course content in a variety of ways to support immersion and retention. It provides different spaces for different learning processes and styles and supports up to three separate team activities in one room. This classroom also provides multiple stages for instruction—there is no back row.

Executive Classroom—The Executive Classroom provides for traditional and small group instruction with a roundtable atmosphere. It supports video conferencing, recording of speakers or class discussions, and two concurrent displays from one or two media sources.

DAU Learning Assets

The Defense Acquisition Workforce is a talented and diverse group of individuals working toward a common goal: to improve acquisitions for the Department of Defense and the warfighter. To do this, they need the proper training and follow-on support. DAU is able to accelerate the pace at which workforce members become proficient by supporting them not only through certification training courses but also through access to other learning assets at work, at home, and on the go. DAU's continuous learning modules and online knowledge sharing resources are available 24 hours a day, seven days a week to refresh knowledge and provide answers to questions that arise on the job. Mission assistance is available to acquisition organizations and teams as they address critical acquisition issues. All of DAU's informal learning offerings are available to the Defense Acquisition Workforce even after their formal training is completed, and such assets can further improve job performance. In 2010, DAU achieved significant growth in learning hours and reached more students than ever before as the university strived to achieve its vision of "enabling the Defense Acquisition Workforce to achieve the right acquisition outcomes."

Training

The Defense Acquisition Workforce Improvement Act (DAWIA) requires all Defense Acquisition Workforce members to be certified for the positions they hold. There are three certification levels for each of the 15 career fields. Through DAU's core certification and Core Plus training courses, workforce members fulfill the training requirements for certification in their respective career fields. DAU uses innovative classroom approaches to reach all learners and accomodate different learning styles, which accelerates progress toward certification. In FY10, there were:

- 7,947,055 hours of training (23 percent increase over FY09)
- 238,851 graduates (23 percent increase over FY09)
- 192,968 online graduates (25 percent increase over FY09)
- 45,883 classroom graduates (16 percent increase over FY09)

Continuous Learning

Defense Acquisition Workforce members are required to earn 80 continuous learning points every 24 months to stay current in their career fields. DAU's Continuous Learning Center (CLC) places cutting-edge modules on the latest initiatives and newest policy changes at the fingertips of the workforce, whenever and wherever they want. The anytime availability of the CLC accelerates the workforce's ability to meet continuous learning requirements. In FY10, there were:

- 245 continuous learning modules (CLM) available in the online DAU CLC (4 percent increase over FY09)
- 624,859 completions of CLMs (26 percent increase over FY09)
- 2,150,675 contact hours (20 percent increase over FY09)
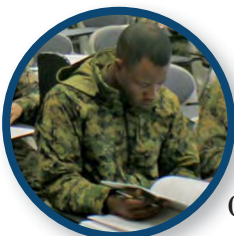
Mission Assistance

Through DAU's Mission Assistance program, seasoned faculty are paired with acquisition organizations and leaders to extend services beyond the classroom and into the workplace. Organizations ranging from smaller acquisition teams to larger major defense acquisition programs receive advice, consulting, rapid-deployment training on new initiatives, or training targeted to address their unique mission needs. With this important reach-back program, DAU accelerates enhanced job performance and improved acquisition outcomes. In FY10, there were:

- 586 consulting, targeted training, and rapid-deployment events (2 percent increase over FY09)
- 559,478 consulting, targeted training, and rapid-deployment contact hours (14 percent increase over FY09)

Knowledge Sharing

DAU's knowledge sharing program accelerates individual and organizational performance through easy access to information that improves efficiency, innovation, and effectiveness. These online acquisition resources reach the Defense Acquisition Workforce outside the traditional learning space to enhance job performance and improve acquisition outcomes. In FY10, there were:

- 789,843 contact hours on the Defense Acquisition Portal (13 percent increase over FY09)
- 896,051 contact hours on the Acquisition Community Connection (66 percent increase over FY09)

Accelerating

Training

DAU's seasoned faculty members are expert practitioners with extensive real-world experience. This experience is leveraged in developing and delivering DAU's training courses by combining it with the latest technology to infuse real-world situations into courses. With access to advanced learning resources, the faculty is able to foster different learning styles of the workforce and accelerate the retention of knowledge.

FY10 Training Accomplishments

- Sponsored 26 Defense Acquisition Executive Overview Workshops for 267 general officers, flag officers, Senior Executive Service members, political appointees, senior direct reports, and congressional staffers

- Facilitated 17 Requirements Executive Overview Workshops for 104 general officers, flag officers, and Senior Executive Service members

- Fielded Intermediate Information Systems Acquisition (IRM 202), a new certification course that replaced Intermediate Information Systems Acquisition (IRM 201) and Intermediate Software Acquisition Management (SAM 201)

- Deployed Advanced Contingency Contracting Officer's Course (CON 334)

- Delivered first in-house offering of Advanced International Management Workshop (PMT 304)

- Deployed Advanced Concepts and Skills for Requirements Management (RQM 310)

- Fielded two new logistics courses: Reliability, Availability, and Maintainability (LOG 103) and Intermediate Systems Sustainment Management (LOG 206)

- Conducted successful student pilot of Advanced Concepts in Cost Analysis (BCF 302)

- Expanded Program Manager's Course (PMT 401) delivery to Midwest Region

Accelerating Training

Requirements Executive Overview Workshop (REOW)

DAU conducted 17 REOWs during FY10. REOWs support the certification requirements of Section 801 of the 2007 National Defense Authorization Act. Topics covered in each workshop include the purpose and intent of the certification requirement; the role of the requirements manager; "Big A" acquisition; the Joint Capabilities Integration and Development System; the Defense Acquisition Management System; key interactions between requirements and acquisition functions (science and technology, systems engineering, test and evaluation, and logistics); and the Planning, Programming, Budgeting, and Execution System. Participants included: Gen. Donald Hoffman, USAF, commander, Air Force Materiel Command; ADM Jonathan Greenert, USN, vice chief of naval operations; Gen. Robert Kehler, USAF, commander, Air Force Space Command; Maj. Gen. Michael Basla, USAF, vice commander, Air Force Space Command; Gen. Raymond Johns, Jr., USAF, commander, Air Mobility Command; and Gen. Stephen Lorenz, USAF, commander, Air Education and Training Command.

DAU Deploys Advanced Contingency Contracting Officer's Course

The Advanced Contingency Contracting Officer's Course (CON 334), deployed in January 2010, addresses contingency contracting gaps identified by the Commission on Army Acquisition and Program Management in Expeditionary Operations (Gansler Commission). This critical course covers sustainment contracting, major source selection, cost and price analysis, and reconstruction. It provides just-in-time training to senior-level contracting personnel deploying to management positions, ensuring they are prepared for the uncertainties they will confront in a contingency environment.
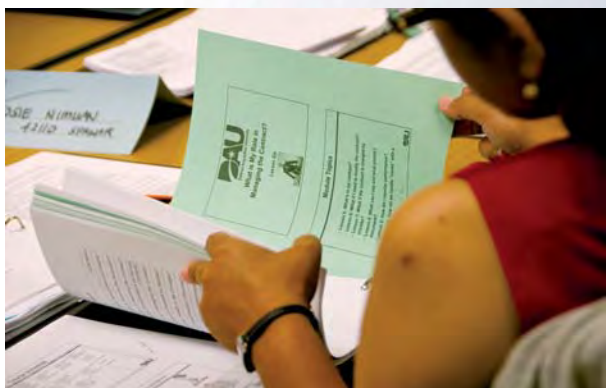
112 courses

1,722 course offerings

238,851 graduates

DAU Delivers First In-House Offering of PMT 304

DAU presented the first in-house offering of Advanced International Management Workshop (PMT 304). The workshop, designed for professionals involved in the development or execution of international cooperative agreements, is required for program management professionals in the International Program Management career path. Previous offerings were presented with substantial contractor support. One of DAU's Section 852 initiatives has been the enhancement of international program management expertise.

Advanced Concepts and Skills for Requirements Management Course Introduced

Advanced Concepts and Skills for Requirements Management (RQM 310) is a key course required for certification under Section 801 of the 2007 National Defense Authorization Act. The course includes discussions, exercises, and computer simulations covering Joint Capabilities Integration and Development System (JCIDS) analysis, interactions within JCIDS and between JCIDS and the Defense Acquisition System, developing requirements, and rapid-response situations. DAU conducted the RQM 310 student pilot June 21–25 and held the first regular class offering August 16–20. Twenty-two students from the Services, combatant commands, Joint Staff, and defense agencies completed the offering.

Defense Acquisition Executive Overview Workshop (DAEOW)

DAU conducted 26 DAEOWs during FY10. DAEOWs provide training to general/flag officers, Senior Executive Service civilians, and congressional staffers who have little or no systems acquisition experience and whose current or next assignment requires interfacing with the acquisition community. The course is 100 percent tailored to the needs of the participant and is conducted on demand. Topics have included: the latest update to Department of Defense Instruction 5000.02; the Planning, Programming, Budgeting, and Execution System; the Joint Capabilities Integration and Development System; requirements and capabilities; rapid acquisition; the 2009 Weapon Systems Acquisition Reform Act; software acquisition management; intellectual property; acquisition reporting; risk management; earned value management; and business case analyses. FY10 was the first time DAU used its TelePresence capability to conduct DAEOWs, drawing on faculty expertise from across the university. DAEOW participants included:

- The Honorable Joseph Westphal, under secretary of the Army
- MG (P) Michael Oates, USA, the newly confirmed director of the Joint Improvised Explosive Device Defeat Organization (JIEDDO)
- Ellen Maldonado and Kate Kaufer, professional staff members from the Senate Appropriations Committee
- Jay Heath and Church Hutton, minority staff members for the Senate Armed Services Committee responsible for Army programs
- MG James Rogers, USA; Eric Edwards; Steven Cornelius; and Julie Locker at Redstone Arsenal, AL

Reliability, Availability, and Maintainability Course Deployed

On March 22, DAU deployed the Reliability, Availability, and Maintainability course (LOG 103), its newest life cycle logistics course. LOG 103 is a self-paced, web-based distance learning course that replaces the former Reliability and Maintainability course (LOG 203), which will no longer be offered. Professionals who complete LOG 103 will understand the relationships among reliability, availability, and maintainability as critical factors in design, performance, cost, and sustainment.

Advanced Concepts in Cost Analysis (BCF 302) Student Pilot

DAU conducted a highly successful student pilot of Advanced Concepts in Cost Analysis (BCF 302) from June 8 to 18. This new course, required for Business-Cost Estimating Level III certification, is designed for mid- to senior-level cost estimators to apply their skills in developing and preparing cost estimates for all major defense acquisition programs and major automated information systems.

New Transformational Leadership Course

On March 26, 21 supervisors, representing both the Defense Acquisition Workforce and industry, participated in a student pilot of DAU's new Leader as Coach course (ACQ 453). The course's main objective is to help acquisition leaders set transformational goals and inspire their teams using results-driven coaching principles and techniques. Topics covered include: principles and practices that encourage and reward initiative, continuous and purposeful growth, innovation, agility, listening, collaboration, and accountability. ACQ 453 is the fourth offering in DAU's portfolio of leadership courses that focus on elements of leadership with the greatest potential benefit to Defense Acquisition Workforce leaders.

DAU Graduates
(Resident and Web-based)

	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10
Resident	29,031	28,859	25,489	24,368	28,192	29,684	34,587	35,697	33,191	35,861	39,568	45,883
Web	9,589	13,380	21,031	36,117	43,649	58,290	75,079	77,582	90,600	118,391	154,399	192,968

Chart bar totals: FY10 238,851; FY09 193,967; FY08 154,252; FY07 123,791; FY06 113,279; FY05 109,666; FY04 87,974; FY03 71,841; FY02 60,485; FY01 46,520; FY00 42,239; FY99 38,620

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Training Courses

Acquisition

ACQ 101	Fundamentals of Systems Acquisition Management*
ACQ 201A	Intermediate Systems Acquisition, Part A*
ACQ 201B	Intermediate Systems Acquisition, Part B
ACQ 265	Mission-Focused Services Acquisition
ACQ 370	Acquisition Law
ACQ 401	Senior Acquisition Course
ACQ 403	Defense Acquisition Executive Overview Workshop
ACQ 404	Systems Acquisition Management Course for General/Flag Officers
ACQ 405	Executive Refresher Course
ACQ 450	Leading in the Acquisition Environment
ACQ 451	Integrated Acquisition for Decision Makers
ACQ 452	Forging Stakeholder Relationships
ACQ 453	Leader as Coach

Business, Cost Estimating, and Financial Management

BCF 102	Fundamentals of Earned Value Management*
BCF 103	Fundamentals of Business Financial Management*
BCF 106	Fundamentals of Cost Analysis*
BCF 107	Applied Cost Analysis
BCF 203	Intermediate Earned Value Management
BCF 204	Intermediate Cost Analysis
BCF 205	Contractor Business Strategies
BCF 206	Cost/Risk Analysis
BCF 207	Economic Analysis
BCF 208	Software Cost Estimating
BCF 209	Acquisition Reporting for Major Defense Acquisition Programs (MDAPs) and Major Automated Information Systems (MAIS)
BCF 211	Acquisition Business Management
BCF 215	Operating and Support Cost Analysis
BCF 262	Earned Value Management System (EVMS) Validation and Surveillance
BCF 263	Principles of Schedule Management
BCF 301	Business, Cost Estimating, and Financial Management Workshop
BCF 302	Advanced Concepts in Cost Analysis

Contracting

CON 090	Federal Acquisition Regulation (FAR) Fundamentals
CON 100	Shaping Smart Business Arrangements*
CON 110	Mission Support Planning*
CON 111	Mission Strategy Execution*
CON 112	Mission Performance Assessment*
CON 120	Mission-Focused Contracting
CON 214	Business Decisions for Contracting*
CON 215	Intermediate Contracting for Mission Support
CON 216	Legal Considerations in Contracting*
CON 217	Cost Analysis and Negotiation Techniques
CON 218	Advanced Contracting for Mission Support
CON 232	Overhead Management of Defense Contracts
CON 234	Joint Contingency Contracting
CON 235	Advanced Contract Pricing
CON 236	Contractual Aspects of Value Engineering*
CON 237	Simplified Acquisition Procedures*
CON 243	Architect-Engineer Contracting
CON 244	Construction Contracting
CON 250	Fundamentals of Cost Accounting Standards—Part I
CON 251	Fundamentals of Cost Accounting Standards—Part II
CON 260A	The Small Business Program, Part A*
CON 260B	The Small Business Program, Part B
CON 334	Advanced Contingency Contracting Officer's Course
CON 353	Advanced Business Solutions for Mission Support
COR 206	Contracting Officer's Representative in a Contingency Environment
COR 222	Contracting Officer's Representative Course

Facilities Engineering

FE 201	Intermediate Facilities Engineering*
FE 301	Advanced Facilities Engineering

Grants

GRT 201	Grants and Agreements Management

Industrial/Contract Property Management

IND 100	Contract Property Administration and Disposition Fundamentals
IND 103	Contract Property Systems Analysis Fundamentals**
IND 200	Intermediate Contract Property Administration and Disposition

Information Systems Acquisition

IRM 101	Basic Information Systems Acquisition*
IRM 201	Intermediate Information Systems Acquisition
IRM 202	Intermediate Information Systems Acquisition
IRM 304	Advanced Information Systems Acquisition

Logistics

LOG 101	Acquisition Logistics Fundamentals*
LOG 102	Systems Sustainment Management Fundamentals*
LOG 103	Reliability, Availability, and Maintainability*
LOG 200	Intermediate Acquisition Logistics, Part A*
LOG 201	Intermediate Acquisition Logistics, Part B
LOG 203	Reliability and Maintainability*
LOG 204	Configuration Management*
LOG 206	Intermediate Systems Sustainment Management*
LOG 210	Supportability Manager Tools
LOG 235	Performance-Based Logistics, Part A*
LOG 236	Performance-Based Logistics, Part B
LOG 350	Enterprise Life Cycle Logistics Management

Production, Quality, and Manufacturing

PQM 101	Production, Quality, and Manufacturing Fundamentals*
PQM 103	Defense Specification Management
PQM 104	Specification Selection and Application
PQM 201A	Intermediate Production, Quality, and Manufacturing, Part A*
PQM 201B	Intermediate Production, Quality, and Manufacturing, Part B
PQM 203	Preparation of Commercial Item Description for Engineering and Technical Personnel**
PQM 301	Advanced Production, Quality, and Manufacturing

Program Management

PMT 202	Multinational Program Management
PMT 203	International Security and Technology Transfer/Control
PMT 250	Program Management Tools**

PMT 251	Program Management Tools Course, Part I*
PMT 256	Program Management Tools Course, Part II**
PMT 304	Advanced International Management Workshop
PMT 352A	Program Management Office Course, Part A*
PMT 352B	Program Management Office Course, Part B
PMT 401	Program Manager's Course
PMT 402	Executive Program Manager's Course
PMT 403	Program Manager's Skills

Requirements Management

RQM 110	Core Concepts for Requirements Management*
RQM 310	Advanced Concepts and Skills for Requirements Management
RQM 403	Requirements Management Executive Overview

Software Acquisition

SAM 101	Basic Software Acquisition Management*
SAM 201	Intermediate Software Acquisition Management
SAM 301	Advanced Software Acquisition Management

Systems Planning, Research, Development, and Engineering—Science and Technology (S&T) Managers

| STM 202 | Intermediate S&T Management |
| STM 303 | Advanced S&T Management |

Systems Planning, Research, Development, and Engineering—Systems Engineering

SYS 101	Fundamentals of Systems Planning, Research, Development, and Engineering*
SYS 202	Intermediate Systems Planning, Research, Development, and Engineering, Part I*
SYS 203	Intermediate Systems Planning, Research, Development, and Engineering, Part II
SYS 302	Technical Leadership in Systems Engineering

Test and Evaluation

TST 102	Fundamentals of Test and Evaluation*
TST 203	Intermediate Test and Evaluation
TST 302	Advanced Test and Evaluation
TST 303	Advanced Test and Evaluation

* Distance Learning
** Facilitated Online
All other courses are Resident

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Accelerating
Continuous Learning

As new policies and initiatives emerge, the workforce must be quickly brought up to speed. They must also refresh the skills used in performing their jobs by earning 80 continuous learning points every 24 months. DAU's Continuous Learning Center offers instant access to an extensive set of acquisition-related continuous learning modules. These modules, available anytime and anywhere, accelerate the workforce's ability to stay current and meet their continuous learning requirements.

FY10 Continuous Learning Accomplishments

Deployed 14 new continuous learning modules:

- Rates (CLB 029)

- Data Collection and Sources (CLB 030)

- Online Representations and Certifications Application (CLC 061)

- Contracting Officer's Representative in a Contingency Environment (CLC 206)

- Contracting Officer's Representative Online Training (CLC 222)

- Understanding the DoD Information Assurance Certification and Accreditation Process (DIACAP) (CLE 034)

- Grounding, Bonding, and Shielding (CLE 047)

- Practical Software and Systems Measurement (CLE 060)

- Human Systems Integration (CLE 062)

- Capability Maturity Model-Integration (CMMI) (CLE 063)

- Preventing Counterfeit Parts from Entering the DoD Supply System (CLL 032)

- Time Management (CLM 051)

- Capabilities-Based Assessment (CLR 250)

- Developing Requirements (CLR 252)

Accelerating
Continuous Learning

Contingency Contracting Continuous Learning Module Fielded

DAU fielded a new continuous learning module, Contracting Officer's Representative in a Contingency Environment (CLC 206). This module is designed specifically for contracting officer's representatives (CORs) who are deployed in a contingency environment. It covers the basics of contracting along with the ethical situations and cultural differences a COR may experience while deployed in a contingency operation. CLC 206, available online to Defense Acquisition Workforce employees worldwide through the DAU Continuous Learning Center, supports the Under Secretary of Defense for Acquisition, Technology and Logistics's (USD(AT&L)) March 29, 2010 policy letter requiring completion of contingency contracting training prior to assignment as a COR in a contingency environment.

245 continuous learning modules

14 new modules added

624,859 completions

2,150,675 content hours delivered

Human Systems Integration (CLE 062)

This module provides the learner with the basic understanding of human systems integration (HSI) as part of the Department of Defense's Total Systems Engineering approach for optimizing system performance and minimizing total ownership costs. Students are also introduced to the HSI domains of human factors engineering, personnel, habitability, manpower, training, environment, safety and occupational health, and survivability.

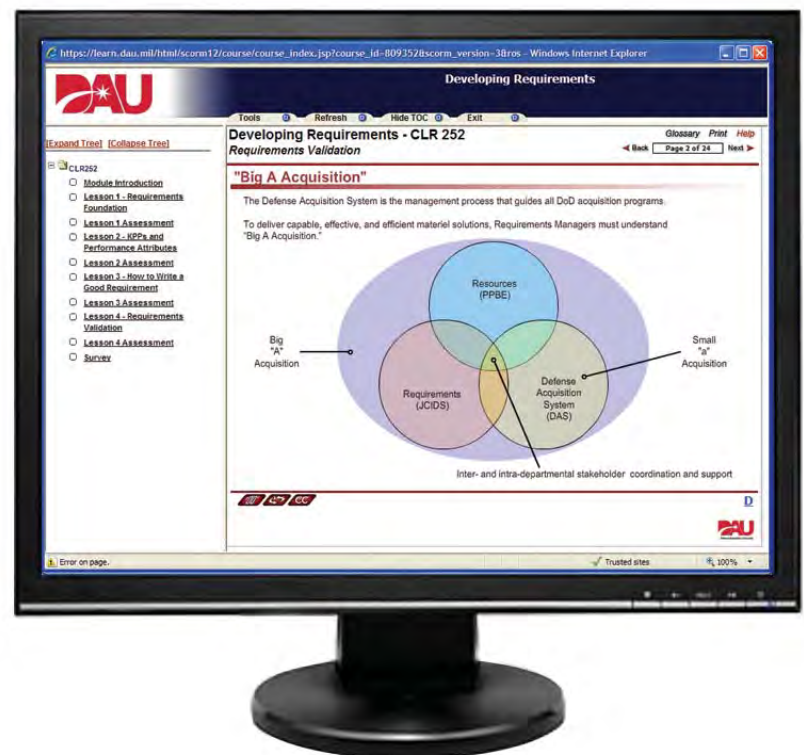## Two New Modules for Cost Estimating

Rates (CLB 029) introduces the basics of wrap rate development as it relates to cost estimating. At the conclusion of this module, students are able to describe portions of a cost estimate that require the use of wrap rate calculations. They are also able to describe the components for building an estimate using engineering standards as well as calculate a wrap rate or fully burdened labor rate.

Data Collection and Sources (CLB 030) introduces the basics of data sources and collection as it relates to cost estimating. At the conclusion of this module, students are able to describe various data sources used in the construction of a cost estimate. Students are also able to explain the necessity of having programmatic and technical data in addition to cost data as well as give illustrations of various problems relating to the collection and analysis of data.

Continuous Learning Modules for Requirements

DAU released two new continuing learning modules to help requirements managers in different phases of the Joint Capabilities Integration and Development System (JCIDS):

- Capabilities-Based Assessment (CLR 250) is a comprehensive introduction to planning and organizing capabilities-based assessments (CBAs). The module covers CBA definitions, pre-planning research, CBA team building and planning, and the CBA study phase.

- Developing Requirements (CLR 252) explains how to develop key performance parameters (KPPs) and key system attributes (KSAs). CLR 252 examines the relationship of KPPs and KSAs to technical requirements and how to process top-level requirements through staffing and validation. The module is for requirements managers and other managers who prepare and apply system attributes such as KPPs.

Continuous Learning Modules Completed

Year	Value
FY01	17
FY02	2,046
FY03	91,460
FY04	85,834
FY05	168,463
FY06	165,609
FY07	244,072
FY08	333,332
FY09	494,568
FY10	624,859

Continuous Learning Modules Offered

Year	Value
FY01	11
FY02	33
FY03	54
FY04	74
FY05	98
FY06	157
FY07	235
FY08	248
FY09	236
FY10	245

Continuous Learning Contact Hours

Year	Value
FY01	331
FY02	20,382
FY03	456,423
FY04	192,000
FY05	439,416
FY06	535,315
FY07	837,086
FY08	1,205,471
FY09	1,785,446
FY10	2,150,675

Continuous Learning Modules

Business Modules

CLB 007   Cost Analysis
CLB 008   Program Execution
CLB 009   Planning, Programming, Budgeting, and Execution (PPBE) and Budget Exhibits
CLB 010   Congressional Enactment
CLB 011   Budget Policy
CLB 014   Acquisition Reporting Concepts and Policy Requirements for APB, DAES, and SAR
CLB 016   Introduction to Earned Value Management
CLB 017   Performance Measurement Baseline
CLB 018   Earned Value and Financial Management Reports
CLB 019   Estimate at Completion
CLB 020   Baseline Maintenance
CLB 023   Software Cost Estimating
CLB 024   Cost Risk Analysis Introduction
CLB 026   Forecasting Techniques
CLB 029   Rates*
CLB 030   Data Collection and Sources*

Contracting Modules

CLC 001   Defense Subcontract Management
CLC 003   Sealed Bidding
CLC 004   Market Research
CLC 005   Simplified Acquisition Procedures
CLC 006   Contract Terminations
CLC 007   Contract Source Selection
CLC 008   Indirect Costs
CLC 009   Service-Disabled, Veteran-Owned Small Business Program
CLC 011   Contracting for the Rest of Us
CLC 012   Contracting Officer's Representative (COR) Overview (HCAA)
CLC 013   Performance-Based Services Acquisition
CLC 018   Contractual Incentives
CLC 019   Leveraging DCMA for Program Success
CLC 020   Commercial Item Determination
CLC 022   Profit Policy Revisions
CLC 023   Commercial Item Determination Executive Overview
CLC 024   Basic Math Tutorial
CLC 026   Performance-Based Payments Overview
CLC 027   Buy American Act
CLC 028   Past Performance Information
CLC 030   Essentials of Interagency Acquisitions/Fair Opportunity

CLC 031   Reverse Auctioning
CLC 033   Contract Format and Structure for DoD eBusiness Environment
CLC 034   Provisional Award Fee
CLC 035   Other Transaction Authority for Prototype Projects: Comprehensive Coverage
CLC 036   Other Transaction Authority for Prototype Projects Overview
CLC 037   A-76 Competitive Sourcing Overview
CLC 039   Contingency Contracting Simulation: Barda Bridge
CLC 040   Predictive Analysis and Scheduling
CLC 041   Predictive Analysis and Systems Engineering
CLC 042   Predictive Analysis and Quality Assurance
CLC 043   Defense Priorities and Allocations System (DPAS)
CLC 044   Alternative Dispute Resolution
CLC 045   Partnering
CLC 046   Green Procurement
CLC 047   Contract Negotiation Techniques
CLC 050   Contracting with Canada
CLC 051   Government Property
CLC 054   Electronic Subcontracting Reporting System (eSRS)
CLC 055   Competition Requirements
CLC 060   Time and Materials Contracts
CLC 061   Online Representations and Certifications Application (ORCA)*
CLC 062   Intra-Governmental Transactions
CLC 102   Administration of Other Transactions
CLC 103   Facilities Capital Cost of Money
CLC 104   Analyzing Profit or Fee
CLC 105   DCMA Intern Training
CLC 106   Contracting Officer's Representative (COR) with a Mission Focus
CLC 107   OPSEC Contract Requirements
CLC 108   Strategic Sourcing Overview
CLC 110   Spend Analysis Strategies
CLC 112   Contractors Accompanying the Force
CLC 113   Procedures, Guidance, and Information (PGI)
CLC 114   Contingency Contracting Officer Refresher
CLC 120   Utilities Privatization Contract Administration
CLC 125   Berry Amendment
CLC 131   Commercial Item Pricing
CLC 132   Organizational Conflicts of Interest
CLC 133   Contract Payment Instructions
CLC 206   Contracting Officer's Representative in a Contingency Environment*
CLC 222   Contracting Officer's Representative Online Training*

Engineering and Technology Modules

CLE 001   Value Engineering
CLE 003   Technical Reviews
CLE 004   Introduction to Lean Enterprise Concepts
CLE 006   Enterprise Integration Overview
CLE 007   Lean Six Sigma for Manufacturing
CLE 008   Six Sigma: Concepts and Processes
CLE 009   System Safety in Systems Engineering
CLE 010   Privacy Protection
CLE 011   Modeling and Simulation for Systems Engineering
CLE 012   Naval Open Architecture
CLE 013   Modular Open Systems Approach to DoD Acquisition
CLE 015   Continuous Process Improvement Familiarization
CLE 016   Outcome-Based Performance Measures
CLE 017   Technical Planning
CLE 018   E3 and Spectrum Supportability for Acquisition Professionals
CLE 020   Enterprise Architecture
CLE 021   Technology Readiness Assessments
CLE 022   Program Manager Introduction to Anti-Tamper
CLE 023   Modeling and Simulation for Test and Evaluation
CLE 025   Information Assurance (IA) for Acquisition Professionals
CLE 026   Trade Studies
CLE 028   Market Research for Engineering and Technical Personnel
CLE 029   Testing in a Joint Environment
CLE 031   Research, Development, and Engineering Command (RDECOM)
CLE 034   Understanding the DoD Information Assurance Certification and Accreditation Process (DIACAP)*
CLE 035   DTEPI Introduction to Probability and Statistics
CLE 036   Engineering Change Proposals for Engineers
CLE 037   Telemetry
CLE 038   Time Space-Position Information
CLE 039   Environmental Issues in Testing and Evaluation
CLE 040   IUID Marking
CLE 041   Software Reuse
CLE 043   Online Representations and Certifications Application (ORCA)
CLE 045   Introduction to DoD Science and Technology Management
CLE 047   Grounding, Bonding, and Shielding*
CLE 060   Practical Software and Systems Measurement*
CLE 062   Human Systems Integration*
CLE 063   Capability Maturity Model-Integration (CMMI)*
CLE 201   ISO 9000:2000
CLE 301   Reliability and Maintainability

Government Purchase Card Modules

CLG 001   DoD Government Purchase Card
CLG 003   Defense Threat Reduction Agency (DTRA) Government Purchase Card
CLG 004   DoD Government Purchase Card Refresher Training
CLG 005   Purchase Card Online System (PCOLS)

International Modules

CLI 001   International Armaments Cooperation (IAC), Part 1
CLI 002   International Armaments Cooperation (IAC), Part 2
CLI 003   International Armaments Cooperation (IAC), Part 3
CLI 004   Information Exchange Program (IEP), DoD Generic RDT&E
CLI 005   Information Exchange Program (IEP), Army-Specific RDT&E
CLI 006   Information Exchange Program (IEP), Navy-Specific RDT&E

Logistics Modules

CLL 002   Defense Logistics Agency Support to the Program Manager
CLL 004   Life Cycle Logistics for the Rest of Us
CLL 006   Depot Maintenance Partnering
CLL 008   Designing for Supportability in DoD Systems
CLL 011   Performance-Based Logistics
CLL 013   DoD Packaging
CLL 014   Joint Systems Integrated Support Strategies (JSISS)
CLL 015   Business Case Analysis
CLL 016   Joint Logistics
CLL 017   Introduction to Defense Distribution
CLL 019   Technology Refreshment Planning
CLL 020   Independent Logistics Assessments
CLL 022   Title 10 Depot Maintenance Statute Overview
CLL 023   Title 10 USC 2464 Core Statute Implementation

*New Modules in FY10

Continuous Learning Modules

Logistics Modules (continued)

CLL 024   Title 10 Limitations on the Performance of Depot-Level Maintenance (50/50)

CLL 025   Depot Maintenance Inter-Service Support Agreements (DMISA)

CLL 026   Depot Maintenance Capacity Measurement

CLL 029   Condition-Based Maintenance Plus (CBM+)

CLL 030   Reliability-Centered Maintenance (RCM)

CLL 032   Preventing Counterfeit Parts from Entering the DoD Supply System*

CLL 034   SLAMIS (SSN-LIN Automated Management and Integrating System)

CLL 119   Technical Refreshment Implementation

CLL 201   Diminishing Manufacturing Sources and Material Shortages Fundamentals

CLL 202   Diminishing Manufacturing Sources and Material Shortages Executive Overview

CLL 203   Diminishing Manufacturing Sources and Material Shortages Essentials

CLL 204   Diminishing Manufacturing Sources and Material Shortages Case Studies

CLL 205   Diminishing Manufacturing Sources and Material Shortages for Technical Professionals

CLL 206   Parts Management Executive Overview

Acquisition Management and Program Management Modules

CLM 003   Ethics Training for the AT&L Workforce

CLM 012   Scheduling

CLM 013   Work-Breakdown Structure (WBS)

CLM 014   IPT Management and Leadership

CLM 016   Cost Estimating

CLM 017   Risk Management

CLM 021   Introduction to Reducing Total Ownership Costs (R-TOC)

CLM 023   Javits-Wagner-O'Day (JWOD) Tutorial

CLM 024   Contracting Overview

CLM 025   Commercial-Off-The-Shelf (COTS) Acquisition for Program Managers

CLM 028   Space Acquisition

CLM 029   Net-Ready Key Performance Parameter

CLM 030   Common Supplier Engagement

CLM 031   Improved Statement of Work

CLM 032   Evolutionary Acquisition

CLM 033   DAWIA II

CLM 034   Science and Technology—Lesson from PMT 352A

CLM 035   Environmental Safety and Occupational Health—Lesson from PMT 352A

CLM 036   Technology Transfer and Export Control Fundamentals

CLM 037   Physical Inventories

CLM 038   Corrosion Prevention and Control Overview

CLM 039   Foundations of Government Property

CLM 040   Proper Financial Accounting Treatments for Military Equipment

CLM 041   Capabilities-Based Planning

CLM 044   Radio Frequency Identification

CLM 047   Fiscal and Physical Accountability and Management of DoD Equipment

CLM 048   Audit Readiness Requirements for DoD Equipment

CLM 049   Procurement Fraud Indicators

CLM 051   Time Management*

CLM 101   Analysis of Alternatives (USAF Process)

CLM 103   Quality Assurance Auditing

CLM 200   Item-Unique Identification (IUID)

CLM 500   ADL Implementation for Defense Acquisition Professionals

Requirements

CLR 250   Capabilities-Based Assessment*

CLR 252   Developing Requirements*

Standard Procurement System (SPS) Modules

SPS 100   SPS and Federal Procurement Data System-Next Generation (FPDS-NG) System Administrator

SPS 101   SPS and FPDS-NG User

SPS 102   Contracts for Production

SPS 103   SPS System Administration

SPS 104   Report Writing

SPS 105   Adapter Online Support Tool

SPS 106   Database Maintenance

Harvard Business School Publishing ManageMentor® CL Modules

Business Essentials Modules

HBS 201	Budgeting
HBS 202	Business Case Development
HBS 203	Business Plan Development
HBS 204	Customer Focus
HBS 205	Decision Making
HBS 207	Finance Essentials
HBS 209	Marketing Essentials
HBS 210	Process Improvement
HBS 211	Project Management
HBS 213	Change Management
HBS 214	Crisis Management
HBS 216	Innovation Implementation
HBS 218	Strategy Execution
HBS 221	Negotiating
HBS 225	Performance Measurement
HBS 226	Innovation and Creativity
HBS 227	Strategic Thinking
HBS 228	Leading and Motivating

Communication Skills Modules

HBS 222	Persuading Others
HBS 223	Presentation Skills
HBS 224	Writing Skills

Personal Development Modules

HBS 212	Time Management
HBS 236	Career Management
HBS 237	New Manager Transitions
HBS 238	Stress Management

Working with Teams Modules

HBS 220	Meeting Management
HBS 229	Team Leadership
HBS 239	Team Management
HBS 240	Virtual Teams
HBS 303	Leading Teams with Emotional Intelligence
HBS 306	Leading Teams with Emotional Intelligence (High Bandwidth)

Working with Individuals Modules

HBS 206	Diversity
HBS 208	Managing Upward
HBS 215	Dismissing an Employee
HBS 217	Laying Off Employees
HBS 219	Difficult Interactions
HBS 230	Coaching
HBS 231	Delegating
HBS 232	Developing Employees
HBS 233	Feedback Essentials
HBS 234	Goal Setting
HBS 235	Performance Appraisal
HBS 241	Hiring
HBS 242	Retaining Employees
HBS 301	Managing Difficult Conversations
HBS 302	Negotiating for Results
HBS 304	Managing Difficult Conversations (High Bandwidth)
HBS 305	Negotiating for Results (High Bandwidth)

*New Modules in FY10

Conferences

PEO/SYSCOM Commanders' Conference

DAU hosted the 2009 Program Executive Officers'/Systems Command (PEO/SYSCOM) Commanders' Conference at Fort Belvoir, VA, November 3–4, 2009. More than 500 people attended. This year's theme was "Reshaping Defense Acquisition for 21st Century Customers." Featured speakers included ADM Michael Mullen, chairman of the Joint Chiefs of Staff; the Honorable Ashton Carter, USD(AT&L); Shay Assad, director of defense procurement and acquisition policy; Dennis Muilenburg, president and chief executive officer of Boeing Integrated Defense Systems; and Myles Walton, senior aerospace/defense analyst at Oppenheimer & Company.

DoD Business Managers' Conference

DAU hosted the 2010 DoD Business Managers' Conference at Fort Belvoir, VA, May 18–19. This year's conference theme, "Influencing the Future of DoD Acquisition," addressed acquisition reform's impact on the defense acquisition community and how the community can support the mission of the USD(AT&L). About 250 individuals participated in this conference, including cost estimators, earned value managers, and financial managers from the Defense Acquisition Workforce.

Innovations in e-Learning Symposium

DAU, in partnership with George Mason University's Instructional Technology Program, presented the 6th Annual Innovations in e-Learning Symposium June 1–3 at the George Mason University campus in Fairfax, VA. The theme was, "Anytime, Anywhere Learning." Over 280 representatives from the military, government, and academic communities participated. The symposium included keynotes, workshops, and other sessions focusing on theory and practice in designing electronic games and simulations; new techniques for instructional software and application design; and use of mobile and smart technologies.

DAU presented a research project conducted in collaboration with eInstruction Corporation entitled, "Keeping Students Awake in Class—Creating Active Learning Environments with Interactive Classroom Technology."

DAU presented at the following conferences in FY10:

- Air Force Training Command Conference
- Army Knowledge Conference
- Army Knowledge Summit (Fort Lee)
- Chief Learning Officer Fall and Spring Conferences
- Corporate University Week Conference
- Council on Occupational Education Annual Meeting and Summer Conference

- DAU/GMU Innovations in e-Learning Symposium
- DoD Business Managers' Conference
- DoD Procurement Conference
- International eLearning Conference
- Knowledge Advisors Conference
- NAVAIR Strategic Planning Conference
- Naval Postgraduate School Acquisition Research Conference

DAU Alumni Association

The Defense Acquisition University Alumni Association was formed to provide a means for professional growth within the defense acquisition community and to promote DAU's reputation as a world-class acquisition learning resource. The Alumni Association brings together the best people, ideas, experiences, and skills for improving defense systems acquisition. The Board of Directors is composed of industry and government acquisition professionals.

President ....William Bahnmaier
VP Operations ....Wayne Glass
VP Membership...................Paul Alfieri
VP Symposium ....Shaw Cohe
VP Communications...........Daniel Somerset
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DAU Liaison................................Joseph Johnson
Army Representative..................Scott Greene
Navy Representative...................Patrick Morrow
Air Force Representative ....Dan Ward
Marine Representative..............Paul Lee

DAU Hosts Successful Acquisition Community Symposium

"Achieving Excellence in a Changing Acquisition Environment" was the theme of the annual Acquisition Community Symposium, held April 13 at DAU's Fort Belvoir campus and simulcast to 10 sites throughout the country. More than 800 people attended the event, including 200 at the remote sites. The symposium provided Service-level and industry perspectives on implementing a new direction in acquisition leadership and management. Throughout the conference, speakers and panels discussed topics such as "The Impact of the Quadrennial Defense Review on Acquisition" and "Technical Maturity and Cost Challenges Facing Defense Program Managers." Principal Deputy Under Secretary of Defense for Acquisition, Technology and Logistics Frank Kendall delivered the keynote address.
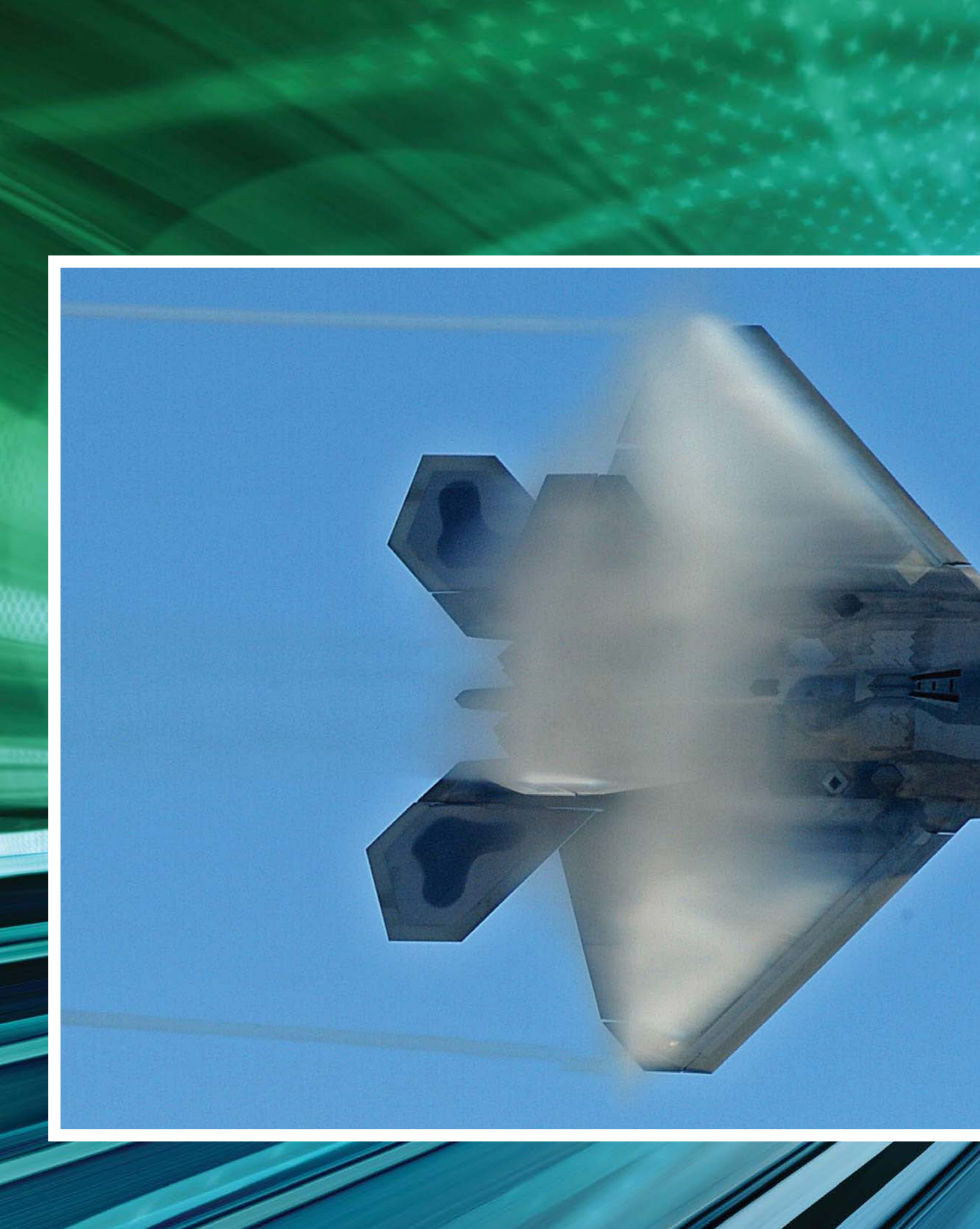
Accelerating
Mission Assistance

By extending services beyond the classroom into the workplace, DAU helps acquisition field organizations improve mission performance. DAU's faculty help resolve program, technical, and business issues and do it exactly where the organizations need the help—in the workplace!

FY10
Mission Assistance Accomplishments

- Conducted 46 Services Acquisition Workshops

- Provided more than 80 Contracting Officer's Representative courses

- Engaged with numerous major defense acquisition programs at critical points in their life cycles, to include: program startup workshops, program advisory roles, program assessments for milestone reviews, compliance reviews, and smart shutdown workshops

- Facilitated DAU's first Program Attorney's Acquisition Overview Course (TTM 001) using TelePresence to connect students at Fort Belvoir and San Diego campuses

- Graduated 24 Senior Service College Fellows: eight from the inaugural class at Aberdeen Proving Ground, MD; seven from Warren, MI; and nine from Redstone Arsenal, AL.

- Provided executive coaching for 22 senior military officers and civilians within DoD

- Expanded the tool set within Conclave, the immersive learning simulation for intact team training

Accelerating
Mission Assistance

Contingency Contracting Officer's Representative (COR) Training

The COR serves as the liaison between the contractor and the contracting officer and is responsible for monitoring contractor performance. Contingency CORs must be well grounded in the fundamental technical and contract oversight duties of a COR, then be given unique training in applying those fundamentals in a contingency environment.

The COR course provides an understanding of the contracting process and the duties and authority of a COR. In FY10, DAU conducted more than 80 COR training events, including:

- 278th Armored Cavalry Regiment (headquartered in Knoxville, TN) at Camp Shelby, MS; and deployed to Iraq

- 1st Marine Expeditionary Force logistics personnel at Marine Corps Base Camp Pendleton, CA; and deployed to U.S. Central Command region

- U.S. Marines at Marine Corps Base Camp Pendleton, CA; and deployed to the Joint Contracting Command—Iraq/Afghanistan

- III Marine Expeditionary Force at Camp Kinser, Okinawa, Japan; and deployed throughout the Pacific

- U.S. Army Africa in Vicenza, Italy, for 30 personnel from the Army service component command for U.S. Africa Command

- Iowa National Guard at Camp Shelby, MS; and deployed to Afghanistan

215 consulting events with 42,050 contact hours

363 targeted training events with 515,328 contact hours

8 rapid-deployment events with 2,100 contact hours

Services Acquisition Workshops

DAU conducted 46 Services Acquisition Workshops during FY10. These 4-day workshops are intact team training events for a specific acquisition team. The workshop walks the team through the complete seven-step sourcing process and focuses on developing performance-based requirements, business strategies, and assessment strategies. It includes several interactive learning sessions to enable the team to apply their learning to their organization's specific requirement. Workshops were held both in the United States and overseas, including:

- *Yongsan Army Garrison in Seoul, Korea*—DAU worked with five separate teams to analyze their performance-based service requirements, and shape three contracts each worth more than $100 million.

- *Laudstuhl Regional Medical Center in Germany*—DAU helped the acquisition team prepare to develop the critical elements of their performance requirement, business strategy, and methods of assessing performance for the creation of a joint service European regional medical support contract. The team plans to have the new $300 million contract in place by June 2011.

- *Fort Meade, MD, and Carlisle Barracks, PA*—DAU facilitated Performance-Based Services Acquisition Workshops to help these two installations develop base operating services performance work statements (PWS).

- *Missile Defense Agency (MDA) in Huntsville, AL*—DAU conducted a Performance-Based Services Acquisition Workshop for MDA flight test resources personnel currently preparing their initial task order under a newly awarded engineering support services contract. During the workshop, participants developed both the PWS and the quality assurance surveillance plan.

Guardian Challenge Competition

From April 27–29, DAU and the Space and Missile Systems Center (SMC) conducted the Air Force Space Command's Guardian Challenge competition in Los Angeles. Six handpicked teams from major space acquisition organizations participated in the competition. DAU and SMC jointly developed a hard-hitting, current, and realistic scenario concerning a strategic gap in military satellite communications. The teams had to quickly assimilate a complex series of supporting artifacts and then build a comprehensive acquisition strategy roadmap. The competition culminated with the delivery of several required products and presentations by each team.

Kuwait Base Operation and Sustainment/Services/Support

On January 5, DAU provided support to the source selection team for the Kuwait Base Operation and Sustainment/Services/Support contract, a multi-billion dollar effort, at the Rock Island Contracting Center. The mission assistance effort included training for the technical, management, and small business evaluation teams as well as for the Source Selection Evaluation Board team lead. Topics included the proper conduct of the team members, an overview of sections L and M of the request for proposal (RFP), and the criticality of properly documenting and recording individual and team findings during the RFP review.

MDAP Assistance to the Space-Based Infrared Systems (SBIRS) Program

DAU provided MDAP assistance to the SBIRS program, one of Air Force Space Command's highest priority space systems. DAU conducted a detailed assessment of their systems engineering and integration organizational construct and associated alignment with their prime contractor. The SBIRS Program Office was preparing an RFP, estimated at over $30 million, intended to fill critical manning shortfalls and calling for a wide range of unique engineering support they urgently needed during their ongoing evaluations of prime contractor performance. DAU provided several recommendations on contracting strategies, prime contractor alignment, and systems engineering life cycle considerations. SBIRS adopted all of the recommendations.

DAU Conducts Training for Integrated Baseline Review

On October 6, DAU conducted training for the Virginia Class Submarine Block III Construction Program Office, Naval Sea Systems Command (NAVSEA PMS 450A). The training was to prepare the program office for its integrated baseline review. Participants included members of the program office and representatives of the Supervisor of Shipbuilding (SUPSHIP) Newport News, SUPSHIP Groton, the Navy Center for Earned Value Management, General Dynamics/Electric Boat (the prime contractor), and Northrop Grumman. The Block III fixed-price incentive-fee contract for the construction of eight submarines is valued at $14.1 billion.

Joint Capability Technology Demonstrations (JCTD)

DAU participated in the JCTD Candidate Nomination Board (CNB), chaired by the Director of the Rapid Fielding Directorate, May 25–27. The CNB, made up of representatives of the combatant commands (COCOMs) and the Services, assesses the operational relevance, technical and programmatic feasibility, and risks of proposed JCTD projects. From these candidates, the CNB nominates those most important to the COCOMs, supported by the Services, and at an acceptable risk level. DAU's programmatic and technical subject matter experts provided advice on the ability of each proposed project to execute within the planned budget and schedule; their levels of technological, software, and integration readiness; and other risk areas.

Consolidated Afloat Networks and Enterprise Services (CANES)

DAU conducted two exercises to help CANES Program Office members identify risks and develop strategies to accomplish a successful critical design review (CDR) within seven months of contract award. The more than 90 members of the CANES team in attendance consisted of program management, systems engineering, production, and application integration personnel who will oversee development contractors through the preliminary design review, Milestone B, and CDR. Participants commented that the event was a great success and will lead to greater communication within the CANES team and an increased knowledge of how to manage the upcoming contract.

Acquisition Strategy Workshop

On June 22 and 23, DAU conducted an Acquisition Strategy Workshop for the 526th Intercontinental Ballistic Missile (ICBM) Systems Group at Hill Air Force Base, UT. Requested by Brig. Gen. John Thompson, the new Air Force program executive officer for strategic systems, this 2-day forum explored a wide array of acquisition options available to the ICBM development and sustainment teams. The forum was interactive and well-received. DAU is prepared to engage in a variety of mission assistance activities as needed by the ICBM program as their acquisition strategy evolves.

Contracting Officer's Representative Course (COR 222) at the Pacific Missile Range Facility

DAU presented COR 222 to 32 CORs at the Pacific Missile Range Facility (PMRF) Barking Sands, Kauai, HI. The CORs completing this course, which provides an understanding of the contracting process and the duties and authority of a COR, will be involved in administering the PMRF's complex Range Operating Services/Base Operations Support Services contract.

COR Course for National Security Agency

Using the model COR curriculum developed under the auspices of the Panel on Contracting Integrity, DAU presented a 4-day COR course for 31 National Security Agency (NSA) personnel. This effort is part of an ongoing project to train a substantial number of NSA personnel as CORs. Each day's training featured a representative of the NSA contracting office who answered NSA-specific contracting questions and provided information about contracting policies unique to NSA.

DAU Hosts COR Course for U.S. Army Garrison

DAU conducted a 4.5-day COR course for 28 people from U.S. Army Garrison Fort Belvoir, VA, March 8–12. This was a unique, urgent mission assistance effort to train various departments, such as the Contract Management Support Office; the directorates of Emergency Medical Services; Family and Morale, Welfare, and Recreation; Logistics; Public Works; and Plans, Training, Mobilization, and Security; the Inspector General's Office; and the Staff Chaplain that support the garrison. On the last day of class, subject matter experts from the garrison answered Fort Belvoir-specific contracting and associated policy questions.

DAU Partners with PMA 274 Presidential Helicopter In-Service Team

On March 2 and 3, DAU facilitated an integrated product team (IPT) effectiveness workshop with the PMA 274 Presidential Helicopter In-Service Team located at Naval Air Systems Command (NAVAIR), Naval Air Station Patuxent River, MD. The effort focused on the identification of team effectiveness barriers and the completion of a joint IPT charter. The in-service team, which was composed of the PMA 274 Program Team, Sikorsky Aircraft Corporation (the prime contractor), NAVAIR supporting competencies, and the user community, completed a team effectiveness survey. The DAU team then used the ThinkTank collaboration tool to help break down the top organizational barriers identified by the survey. The team workshop effort concluded with the development of a draft joint IPT charter.

Evolved Expendable Launch Vehicle (EELV)

DAU participated in the EELV program's "Should Cost" Review. As a member of the Executive Acquisition Group, DAU participated in site review visits and reviewed draft cost reduction initiatives.
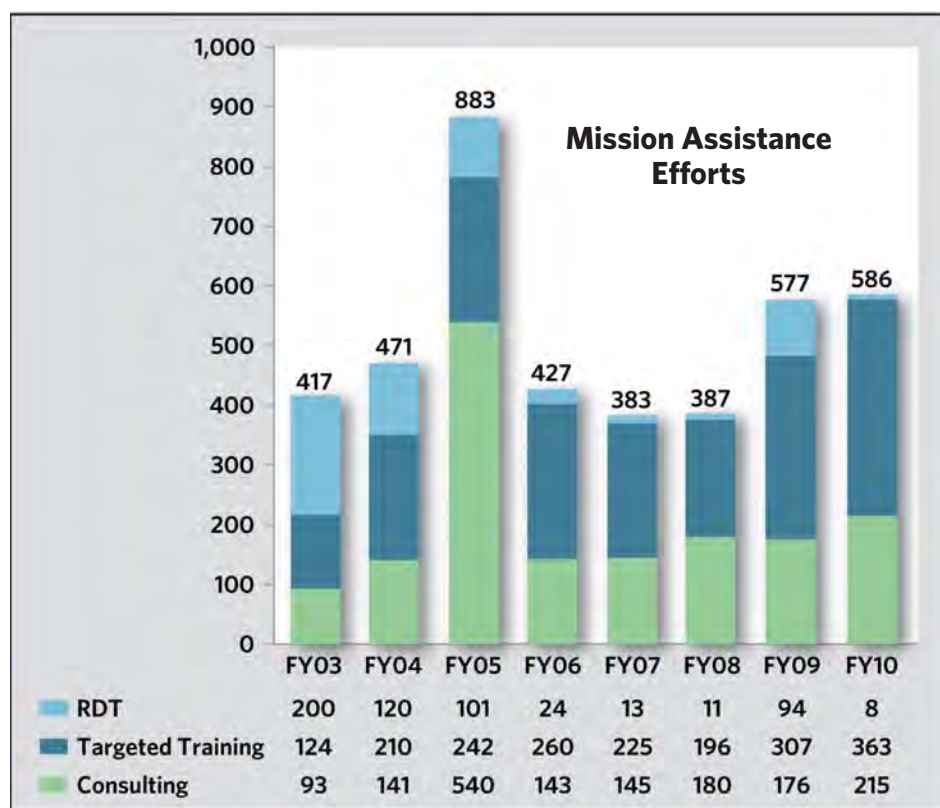
JCTD Process and Execution Overview Course

DAU presented an offering of the JCTD Process and Execution Overview Course at Fort Belvoir, VA. The 15 students represented several of the Services, defense agencies, and combatant commands. Subject matter experts from the JCTD Program Office joined DAU faculty in providing specialized topic instruction pertinent to the JCTD program. The students were enthusiastic and appreciative of the course. Follow-on engagements with these new JCTD managers are anticipated as they move into execution of their JCTD projects. DAU also conducted a JCTD management course at Huntsville, AL, for 17 students from across the DoD science and technology community. The course equipped the students to meet the management challenges associated with JCTDs.

Joint Improvised Explosive Device Defeat Organization (JIEDDO)

From February 16 to 26, DAU, joined by representatives of the Defense Contract Management Agency, conducted a "quick-look" review for the JIEDDO director, LTG Michael Oates, USA. The review provided LTG Oates with findings, observations, and considerations in five areas of inquiry regarding JIEDDO's capabilities approval and acquisition management processes. LTG Oates invited representatives from OUSD(AT&L); the OSD Comptroller; the Government Accountability Office; and the Office of the Director, Cost Assessment and Program Evaluation, to participate in the outbrief.

Missile Defense Agency (MDA) Intact Team Training

DAU conducted tailored earned value management (EVM) training for the MDA Ground-Based Interceptor (GBI) office December 9–10. DAU faculty used the GBI schedule and EVM data to tailor the training for 35 attendees. The program manager for the current interceptor decided to conduct a mock EVM review with participants playing the roles of Boeing, GBI program manager, Defense Contract Management Agency, and a GBI EVM analyst, with DAU faculty facilitating and providing feedback on the session. DAU also provided recommendations for improving the implementation of EVM in the GBI program.

Mission Assistance Efforts

	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10
RDT	200	120	101	24	13	11	94	8
Targeted Training	124	210	242	260	225	196	307	363
Consulting	93	141	540	143	145	180	176	215

Totals: FY03 417, FY04 471, FY05 883, FY06 427, FY07 383, FY08 387, FY09 577, FY10 586

Accelerating
Knowledge Sharing

DAU's AT&L Knowledge Management System speeds the distribution of knowledge by providing one online location for the workforce to access the latest policies, directives, and instructions. The system connects acquisition professionals from government organizations, industry, and academia by hosting interactive forums accelerating the sharing of knowledge.

FY10 Knowledge Sharing Accomplishments

- Welcomed 100,000th member to the Acquisition Community Connection

- Created four new online communities in the Acquisition Community Connection (ACC)—Requirements Management, Space Acquisition, Critical Item Management, and Smart Shutdown Performance Support

- Launched Services Acquisition Mall

- Updated the Integrated Defense AT&L Life Cycle Management System Chart to match the latest Joint Capabilities Integration and Development System and DoD Instruction 5000.02 policy and linked online chart elements to ACQuipedia articles summarizing official guidance, directives, and other relevant resources

- Updated the Defense Acquisition Guidebook Web site to include guidance needed to implement acquisition policy changes found in DoD Instruction 5000.02 and Directive-Type Memorandum 09-027, Implementation of the Weapon Systems Acquisition Reform Act of 2009

Accelerating Knowledge Sharing

DAU Launches the Community of Practice (CoP) for the Space Acquisition Community

On January 21, DAU launched the Space CoP, located at https://acc.dau.mil/space. The CoP provides a forum for practitioners to interact, share knowledge and experiences, avoid duplication of effort, connect people and ideas, keep each other current on developments, assist with top-down communications, and solve problems. DAU established this site to ensure the space acquisition community has immediate access to the learning assets they need to sustain and enhance their overall performance. The CoP provides a number of key lessons learned, updated directives, and key points of contact if practitioners need to calibrate their acquisition actions and decisions or just need assistance with their daily space acquisition duties.

Acquisition Community Connection Welcomes 100,000th Member

On August 21, DAU's Acquisition Community Connection reached a significant milestone when it welcomed MAJ Brenda Brockington, USAR, as its 100,000th member. MAJ Brockington is a budget analyst in the Office of the Chief, Army Reserve/Comptroller Division in Crystal City, VA. At a ceremony commemorating the milestone, Acting DAU President Dr. James McMichael presented a DAU plaque and coin to MAJ Brockington.

789,843 DAP contact hours

896,051 ACC contact hours

100,726 ACC registered users

70,733 ACC knowledge contributions

43

"Wall Chart" Updated

The "wall chart," now known as the Integrated Defense AT&L Life Cycle Management System Chart (ILC), was updated to match the latest Joint Capabilities Integration and Development System and DoD Instruction 5000.02 policy. This new chart focuses on the life cycle management aspect of the three major decision support systems used by DoD and is a companion performance learning tool to the Defense Acquisition Guidebook. DAU also posted the ILC online, at https://ilc.dau.mil. The online version features an intuitive new interface, with zoomable sections and a dynamic mini-map showing one's current location in the chart. Chart elements are also linked to ACQuipedia articles. An HTML version lets users with lower-bandwidth connections, smaller monitors, or screen reading tools access the chart more efficiently.
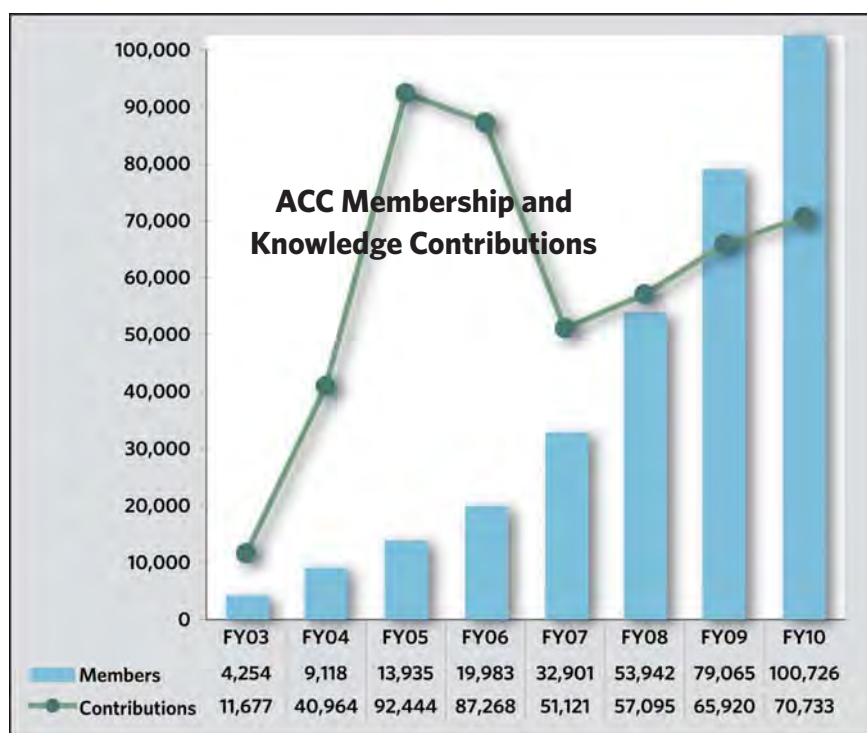
New Defense Acquisition Guidebook Web Site

The Defense Acquisition Guidebook (DAG) Web site, at https://dag.dau.mil, has been updated and redesigned to provide the Defense Acquisition Workforce and its industry partners a more effective, user-friendly capability to instantly access best business practices, supporting policies, and lessons learned. The revised DAG content includes guidance needed to implement acquisition policy changes found in DoD Instruction 5000.02 and Directive-Type Memorandum (DTM) 09-027, Implementation of the Weapon Systems Acquisition Reform Act of 2009. The DAG is designed to be a dynamic site that provides continuous updates driven by future DTMs and improved practices recommended by DoD functional leaders. A copy of the DAG is also available for download.

Services Acquisition Mall (SAM)

On January 15, DAU launched the SAM, a new initiative to provide knowledge sharing and training on service acquisition to the Defense Acquisition Workforce. The goal of the site, located at https://sam.dau.mil, is to provide easy-to-use resources, tools, and training to improve the quality and effectiveness of acquisition of services within the Department of Defense. Each major "store" in the "mall" contains functional information, training, tools, and best practices on a particular type of service.

Smart Shutdown Performance Support Special Interest Area (SIA) Deployed

On February 4, the Smart Shutdown Performance Support SIA was deployed on the Acquisition Community Connection (ACC), at https://acc.dau.mil/smartshutdown. This SIA was established to support DoD program terminations ("shutdowns") by providing a forum for information exchange and peer-to-peer discussions regarding acquisition best practices to accomplish smart, disciplined, efficient, and effective program terminations, when required.

ACC Membership and Knowledge Contributions

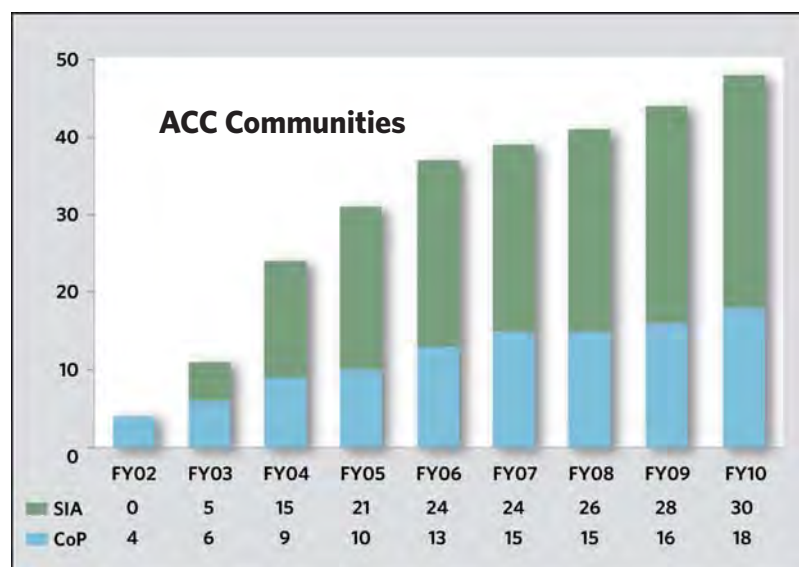|	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10
Members	4,254	9,118	13,935	19,983	32,901	53,942	79,065	100,726
Contributions	11,677	40,964	92,444	87,268	51,121	57,095	65,920	70,733

Online Communities

Special Interest Areas

- A-76, Competitive Sourcing Process
- Acquisition Center of Excellence (ACE) for Services
- Acquisition Law
- Acquisition Research
- Alternative Dispute Resolution
- Business
- Contracting Officer's Representative (COR)
- Contractors Accompanying the Force
- Critical Item Management*
- Department of Homeland Security Acquisition Policy
- DoD Packaging, Handling, Storage, and Transportation (PHS&T)
- Emergency Response and Recovery Contracting
- Environment, Safety, and Occupational Health (ESOH)
- Financial Management
- Government Property
- Instructional Systems Design
- International Program Management
- Item-Unique Identification
- Joint Rapid Acquisition
- Naval Open Architecture
- Operations Research/Systems Analysis
- Performance-Based Acquisition
- Reliability, Availability, and Maintainability
- Smart Shutdown Performance Support*
- Software Acquisition Management
- Spectrum and E3 Compliance
- Strategic Sourcing
- Termination
- Test and Evaluation
- Test Resources Management Center— Test and Evaluation/Science and Technology Program (TRMC-T&E/S&T)

Communities of Practice

- Ammunition Forum
- Contingency Contracting
- Continuous Process Improvement
- Contracting
- Data Management
- DoD Wireless
- Earned Value Management
- Facilities Engineering
- Information Technology
- Life Cycle Logistics
- Production, Quality, and Manufacturing
- Program Management
- Requirements Management*
- Risk Management
- Science and Technology Management
- Small Business
- Space Acquisition*
- Systems Engineering

	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10
SIA	0	5	15	21	24	24	26	28	30
CoP	4	6	9	10	13	15	15	16	18

ACC Communities

* New in FY10

45

Applied Research

Edward Hirsch Acquisition Research and Writing Award

First Place: "Acquisition Leadership: An Opportunity Lost for Acquisition Excellence?" by Dr. Michael Kotzian

This paper contends that across the acquisition community, increased attention should be paid not to improved processes and procedures but to leadership. The importance of leadership competency is reviewed from the perspective of the Services' Professional Military Education institutions. As the organization responsible for training the Defense Acquisition Workforce on the complexities of the defense acquisition management system, DAU is called upon to improve its entry- and mid-level course offerings associated with acquisition by providing meaningful instruction regarding foundations of the leadership competency.

Second Place: "The Product Support Manager: Achieving Success in Executing Life Cycle Management Responsibilities," by Bill Kobren

This research paper examines the intent, importance, and implications of the 2010 National Defense Authorization Act, Section 805: "Life Cycle Management and Product Support." The paper offers recommendations for implementation by the Office of the Deputy Under Secretary of Defense for Logistics and Materiel Readiness, which drafts DoD policy to implement this new statutory requirement.

Third Place: "How Well Are PMs Doing? Industry View of Defense Program Manager Counterparts," by Dr. Roy Wood

This paper, based on the author's doctoral dissertation, provides a new perspective on government program managers' competencies by surveying 146 defense industry managers who work with government program managers. These industry managers rated the importance of common program manager competencies and assessed how well, from their perspective, their government counterparts met those competencies. The data gathered from this survey reveal several insights, including a conclusion that government program managers' performance on several key technical skills may need improvement. The results of this study will be useful in assessing training and development strategies for government program managers.

Other Articles Published

Defense Acquisition Review Journal

"Building on a Legacy: Renewed Focus on Systems Engineering in Defense Acquisition," by Mary Redshaw

"What Performance-Based Logistics is and What it is Not—And What it Can and Cannot Do," by Bill Kobren

"Can Applying Organic and Industry Best Practices Improve Foreign Military Sales Supportability?"
    by Brian Yoo, Duane Mallicoat, and Tim Simpson

"Games For Good—How DAU is Using Games to Enhance Learning," by Alicia Sanchez

"Lead Systems Integrators: A Post-Acquisition Reform Retrospective," by Kathlyn Loudin

"The REAL Challenge of '2.0'," by Mark Oehlert

"Improving Defense Acquisition Decision Making," by William Fast

"It's Time To Take The Chill Out of Cost Containment and Re-Energize a Key Acquisition Practice,"
    by Robert Tremaine and Donna Seligman

"Adaptation of Porter's Five Forces Model to Risk Management," by John Rice

Defense AT&L Magazine

The Power and Politics of Program Management," by Roy Wood

"The Manager in the Muddy Boots," by Chuck Court

"Let's Fix It," by Scott Reynolds

"Doctor, It Hurts When I Do This…," by Roy Wood and Al Haggerty

"A New Way to Start Acquisition Programs," by William Fast

"Opportunity Management: Implementing a Positive Complement to Risk Management,"
    by Will Broadus; Mike Kotzian; Phil Littrell; Duane Mallicoat; CAPT Rick Muldoon, USN; and Jackie Triplett

"We Don't Dance Well," by Steve Mills

"Did You Remember to DID?" by Art Greenlee

"Determining Your Organization's Health: Impact of Climate Surveys," by Mike Kotzian and CAPT Rick Muldoon, USN

"Joint Contingency Contracting: A Step Forward," by William Long

"Acquisition Training: A Lifelong Process," by Wes Gleason and Steve Minnich

"The Tools are Out There: DAU's Knowledge Sharing Capabilities," by Andrea Reese and Carol Scheina

"The Information Technology Program Manager's Dilemma: Rapidly Evolving Technology and Stagnant Processes,"
    by Kathy Peake

"Evaluating Open Source Software," by Matthew Kennedy

"A Good Idea Comes to Fruition: The F/A-18 Center Barrel Replacement-Plus Program," by Jim Boone;
    William Conroy III; CAPT Mark Darrah, USN; Rick Devore; CAPT Fred Hepler, USN; and RADM Mark Skinner, USN

"Taking Acquisition Training to the Next Level: The Space Acquisition Community Tackles the Guardian Challenge,"
    by Robert Tremaine

"The Courage to Raise Your Hand," by Owen Gadeken

"Project Apollo Lights the Way for Acquisition Success," by Joe Moschler, Mike McGhee, Jerome Collins, and
    James Weitzner

Partnerships
Resources
Community Involvement
Recognition
Customer Satisfaction

FY10
Strategic
Partnerships

The DAU Strategic Partnership program has been accelerating learning for the Defense Acquisition Workforce since its inception. Through relationships with other government agencies, academic institutions, industry, and professional organizations, DAU is able to leverage training resources and tap into outside expertise for developing learning assets. In FY10, DAU added the following strategic partners:

- Cleary University
- Eastern Iowa Community College District
- Macomb Community College
- Oakland University
- St. Ambrose University
- Stanford University
- University of Michigan-Dearborn
- Western Illinois University
- Defense Contract Management Agency (DCMA)—Detroit
- Department of Veterans Affairs Acquisition Academy

- Industrial College of the Armed Forces
- U.S. Army TACOM Life Cycle Management Command
- U.S. Army Tank Automotive Research, Development and Engineering Center
- IP Solutions, LLC
- Jacobs Technology Inc.
- International Centre for Complex Program Management
- Association for the Advancement of Cost Engineering (AACE) International
- Information Technology Acquisition Advisory Council
- SAE International

DAU Signs South Eastern Michigan Educational Partnership Agreement

Representatives from DAU's Midwest Region, U.S. Army TACOM Life Cycle Management Command (LCMC), Defense Contract Management Agency (DCMA)—Detroit, six south eastern Michigan colleges and universities, government contractors, the Procurement Technical Assistance Center of Michigan, Michigan Works, and Automation Alley signed a memorandum of understanding in a ceremony in Troy, MI, on March 3. More than 100 participants witnessed the signing. The signing parties demonstrated a renewed focus on building the future government workforce in Michigan, with an emphasis on hiring college students, disabled veterans, and displaced workers. Those targeted for recruitment, through the completion of offerings of Defense Acquisition Workforce Improvement Act Level I and II courses from the participating educational institutions, will have an opportunity for employment with DoD, TACOM LCMC, DCMA—Detroit, and other federal agencies and government contractors in Michigan and across the United States. The functional areas involved are contracting; life cycle logistics; systems planning, research, development, and engineering; production, quality, and manufacturing; and business cost estimating and/or financial management. Representatives from the offices of Senator Carl Levin and Governor Jennifer Granholm were special guests at the ceremony.

166 strategic partners

19 new strategic partners

51

DAU Signs Partnership with the Association for the Advancement of Cost Engineering (AACE) International

On August 19, DAU and AACE International signed a cooperative agreement that creates the framework for both organizations to pursue mutually beneficial educational opportunities by leveraging the best practices of government and of the contractor community. Areas of mutual interest include cost estimating, scheduling, and earned value management—collectively known as project controls.

DAU Presents at Lockheed Martin's Program Management Institute (PMI)

On June 9, DAU delivered a presentation on the government's perspective of earned value management to approximately 40 PMI attendees at Lockheed Martin's Center for Leadership Excellence training facility in Bethesda, MD. The presentation was part of a continuing effort by DAU to provide an exchange of information with our industry counterparts on how the government does business.

DAU Chair Established at ICAF

On April 28, Frank Anderson, Jr., DAU president, and RADM Garry Hall, USN, commandant, Industrial College of the Armed Forces (ICAF), signed a memorandum of agreement establishing a DAU chair at ICAF. The presence of a DAU faculty member at ICAF is intended to enhance the interaction between DAU and ICAF faculty and students; to increase the understanding of defense acquisition and program management capabilities, mission, and functions consistent with DAU and ICAF interests; and to serve as a conduit between DAU and ICAF. The DAU chair establishes an in-residence DAU faculty member at ICAF to teach in the core acquisition courses, the Senior Acquisition Course (ACQ 401), industry study, and other acquisition-related ICAF courses and electives. The DAU chair will also coordinate and teach in DAU's Program Manager's Course (PMT 401) elective at ICAF; promote cooperation in research, writing, and publication in *Defense Acquisition Review Journal* and *Defense AT&L* magazine; and serve as the primary faculty advisor to ACQ 401 students. Tony Romano, associate dean for outreach and mission assistance at Defense Systems Management College—School of Program Managers (DSMC-SPM), has been selected as the inaugural DAU chair.

International Engagements

International Defense Educational and Acquisition Arrangement (IDEAA)

The 21st annual IDEAA seminar was hosted at Cranfield University by the United Kingdom Defence Academy's College of Management and Technology from June 21–25. The theme for this year's seminar was "Capability Management—The Impact of Operations on Acquisition and the Effect of Education, Training, and Research." One hundred and five acquisition and education professionals, representing 10 nations, participated in the seminar. The first day was given to international perspectives, where representatives from the member defense acquisition and training communities—United States, France, Germany, and the United Kingdom—discussed capability management and its influence within their acquisition processes. Australia, Singapore, Canada, Chile, Italy, and Korea participated as invited observers and were actively involved throughout. The U.S. presentation, made by Dr. Roy Wood, dean, DSMC-SPM, echoed the comments of other presenter nations by noting that the same issues impacting them are affecting the United States. He described the effects of "right-sizing" the acquisition workforce and the current transformational changes facing DoD. The week ended with several case study and discussion sessions centered on education and training in the theme area of capability management, including presentations by DAU professors DT Tripp and Rob Tremaine.

International Program Management Mission Assistance

During the week of August 23, DAU conducted two days of familiarization training for the U.S. European Command/Macedonia on the fundamentals of the U.S. acquisition system. Topics covered included DoD decision support systems, systems engineering, ethics, test and evaluation, integrated product and process development, and financial management. The Macedonians are seeking to join the NATO alliance and are attempting to equip their armed forces with weapons systems that are compatible with NATO. The training emphasized the benefits of using a simplified acquisition process that can be tailored for their specific circumstances.

International Acquisition Seminar

DAU and the German Defence Technology Education and Training Division co-hosted an International Acquisition Seminar from August 30 to September 3 in Mannheim, Germany. The seminar was specifically tailored to U.S. security cooperation personnel stationed at U.S. European Command and at embassies in Europe. It consisted of selected topics covered in DAU's Multinational Program Management (PMT 202) and International Security and Technology Transfer/Control (PMT 203) courses; presentations on the U.S. defense acquisition proces; and an introduction to German and European Union acquisition topics and challenges. Attendees represented multiple U.S. offices of defense cooperation and additional seats were offered to government defense personnel from Germany, Serbia, and France.

Strategic Partnerships

Colleges and Universities

Alabama A&M University, Huntsville, AL

Alliant International University, San Diego, CA

American Graduate University, Covina, CA

Averett University, Danville, VA

Baker College, Flint, MI

Bellevue University, Bellevue, NE

Bethune-Cookman College, Daytona Beach, FL

Bisk Education, Tampa, FL

Boston University, Boston, MA

Capella University, Minneapolis, MN

Catholic University of America, Washington, DC

Central Michigan University, Mount Pleasant, MI

Central State University, Wilberforce, OH

Clark State Community College, Springfield, OH

Cleary University, Howell, MI**

Columbia Southern University, Orange Beach, AL

Davenport University, Grand Rapids, MI

DeVry University, McLean, VA

Duke University, Durham, NC

Eastern Iowa Community College District, Davenport, IA **

Eastern Michigan University, Ypsilanti, MI

Embry-Riddle Aeronautical University, Daytona Beach, FL

Empire State College, Saratoga Springs, NY

Excelsior College, Albany, NY

Florida Atlantic University, Boca Raton, FL

Florida State College at Jacksonville, Jacksonville, FL

Florida Institute of Technology, Melbourne, FL

George Mason University, Fairfax, VA

Georgetown University, Washington, DC

George Washington University, Washington, DC

Georgia Institute of Technology, Atlanta, GA

Grambling State University, Grambling, LA

Grantham University, Kansas City, MO

Hampton University, Hampton, VA

Historically Black Colleges and Universities/Minority Institutions Research Alliance, Daytona Beach, FL

Howard University, Washington, DC

Indiana Wesleyan University, Marion, IN

J.F. Drake State Technical College, Huntsville, AL

Jacksonville State University, Jacksonville, AL

Kaplan University, New York, NY

Kellogg Community College, Battle Creek, MI

Kentucky State University, Frankfort, KY

Lawrence Technological University, Southfield, MI

Macomb Community College, Warren, MI**

Macon State College, Macon, GA

Massachusetts Institute of Technology, Cambridge, MA

Missouri University of Science and Technology, Rolla, MO

Mott Community College, Flint, MI

National-Louis University, McLean, VA

Northern Virginia Community College, Alexandria, VA

Oakwood College, Huntsville, AL

Oakland University, Rochester, MI**

Old Dominion University, Norfolk, VA

Park University, Parkville, MO

Pennsylvania State University, University Park, PA

Sinclair Community College, Dayton, OH

Southern Methodist University, Dallas, TX

St. Ambrose University, Davenport, IA**

Stanford University, Stanford, CA**

Stevens-Henager College, Ogden, UT

Stevens Institute of Technology, Hoboken, NJ

Strayer University, Woodbridge, VA*

Thunderbird School of Global Management, Glendale, AZ

TUI University, Cypress, CA*

Tulane University, New Orleans, LA

Tuskegee University, Tuskegee, AL

U.S. Air Force Academy, Colorado Springs, CO

University of Alabama in Huntsville, Huntsville, AL

University of Alaska Anchorage, Anchorage, AK

University of California, Irvine, Irvine, CA

University of California, Los Angeles, Los Angeles, CA

University of Dayton, Dayton, OH

University of Kentucky, Lexington, KY

University of Management and Technology, Arlington, VA

University of Mary Washington, Fredericksburg, VA

University of Maryland University College, Adelphi, MD

University of Michigan-Dearborn, Dearborn, MI**

University of New Mexico, Albuquerque, NM

University of Notre Dame, Notre Dame, IN

University of Phoenix, Phoenix, AZ

University of Tennessee Knoxville, Knoxville, TN

University of San Francisco, San Francisco, CA

University of Virginia, Northern Virginia Center, Falls Church, VA

Villanova University, Villanova, PA

Webster University, St. Louis, MO

Western Illinois University, Macomb, IL**

Wilberforce University, Wilberforce, OH

Wisconsin-Academic Advanced Distributed Learning (ADL) Co-Laboratory, Madison, WI

Wright State University, Dayton, OH

Government

Academic Advanced Distributed Learning (ADL) Co-Lab, Alexandria, VA

Air Force Center for Systems Engineering, Wright-Patterson AFB, OH

Air Force Institute of Technology, School of Systems and Logistics (AFIT/LS), Wright-Patterson AFB, OH

Air Force Space and Missile Systems Center, Los Angeles, CA

Anniston Army Depot, Anniston, AL

Army and Air Force Exchange Service, Dallas, TX

Army Logistics University, Fort Lee, VA

Assistant Deputy Under Secretary of Defense for Supply Chain Integration, Washington, DC

Aviation and Missile Command (AMCOM), Huntsville, AL

Committee for Purchase from People Who Are Blind or Severely Disabled/AbilityOne Program, Arlington, VA

Defense Contract Management Agency—Dallas, Dallas, TX

Defense Contract Management Agency—Detroit, Detroit, MI**

Defense Information Systems Agency (DISA), Arlington, VA

Defense Institute of Security Assistance Management, Wright-Patterson Air Force Base, OH

Defense Logistics Agency, Fort Belvoir, VA

Department of Homeland Security, Washington, DC

Department of Veterans Affairs Acquisition Academy, Frederick, MD**

Federal Acquisition Institute, Fort Belvoir, VA

Federal Prison Industries, Inc./UNICOR Program, Washington, DC

General Services Administration (GSA) Federal Acquisition Service (FAS), Arlington, VA

Ground-Based Midcourse Defense, Huntsville, AL

Industrial College of the Armed Forces, Washington, DC**

Joint ADL Co-Lab, Orlando, FL

Joint Depot Maintenance Activities Group (JDMAG), Wright-Patterson Air Force Base, OH

Logistics Support Activity (LOGSA), Huntsville, AL

National Geospatial-Intelligence Agency, Bethesda, MD

National Reconnaissance Office, Chantilly, VA

National Security Agency (NSA), Fort Meade, MD

National Security Space Institute, Colorado Springs, CO

National Technical Information Service, Springfield, VA

Program Executive Office, Aviation, Huntsville, AL

Program Executive Office, Missiles and Space, Huntsville, AL

Small Business Administration, Washington, DC

Software Engineering Institute, Colorado Springs, CO

Space and Missile Defense Command, Huntsville, AL

Standard Procurement System (SPS), Fairfax, VA

U.S. Army Defense Ammunition Center, McAlester, OK

U.S. Army TACOM Life Cycle Management Command, Warren, MI**

U.S. Army Tank Automotive Research, Development and Engineering Center, Warren, MI**

U.S. Coast Guard, Washington, DC

The Vice Admiral James B. Stockdale Center for Ethical Leadership, U.S. Naval Academy, Annapolis, MD

Warner Robins Air Logistics Center, Robins Air Force Base, GA

Industry

Acquisition Solutions, Inc., Arlington, VA

Aerospace Industry Committee, Warner Robins Area Chamber of Commerce, Warner Robins, GA

American Systems Corporation, Chantilly, VA

BAE Systems, Bethesda, MD

Becker Professional Education, Oakbrook Terrace, IL

Boeing Company, Hazelwood, MO*

Cisco Learning Institute, Phoenix, AZ

Dekker Ltd., Reston, VA

ESI International Inc., Arlington, VA

Frontier Technology Inc., Beavercreek, OH

IBM, Bethesda, MD

IP Solutions, LLC, San Mateo, CA**

Jacobs Technology Inc., Dumfries, VA**

Josephson Institute of Ethics, Los Angeles, CA

Lockheed Martin Corporation, Bethesda, MD

ManTech University, ManTech International Corporation, Fairfax, VA

Northrop Grumman Corporation, Irving, TX

Rational Brand Services, Division of IBM, McLean, VA

Raytheon Company, Lexington, MA

Rockwell Collins, Cedar Rapids, IA

Systems and Software Consortium Inc., Herndon, VA

International

Defence Materiel Organisation, Australia

International Centre for Complex Program Management, Australia**

International Defense Educational and Acquisition Arrangement—UK, Germany, France, Spain, Sweden, and Australia

Professional Organizations

American Society of Military Comptrollers, Alexandria, VA

Association for the Advancement of Cost Engineering (AACE) International, Morgantown, WV**

BMP Center of Excellence, College Park, MD

Information Technology Acquisition Advisory Council, Alexandria, VA**

International Council on Systems Engineering (INCOSE), Seattle, WA

The International Society of Logistics (SOLE), Hyattsville, MD

International Test and Evaluation Association, Fairfax, VA

National Contract Management Association (NCMA), McLean, VA

Professional Services Council, Arlington, VA

Project Management Institute, Newtown Square, PA

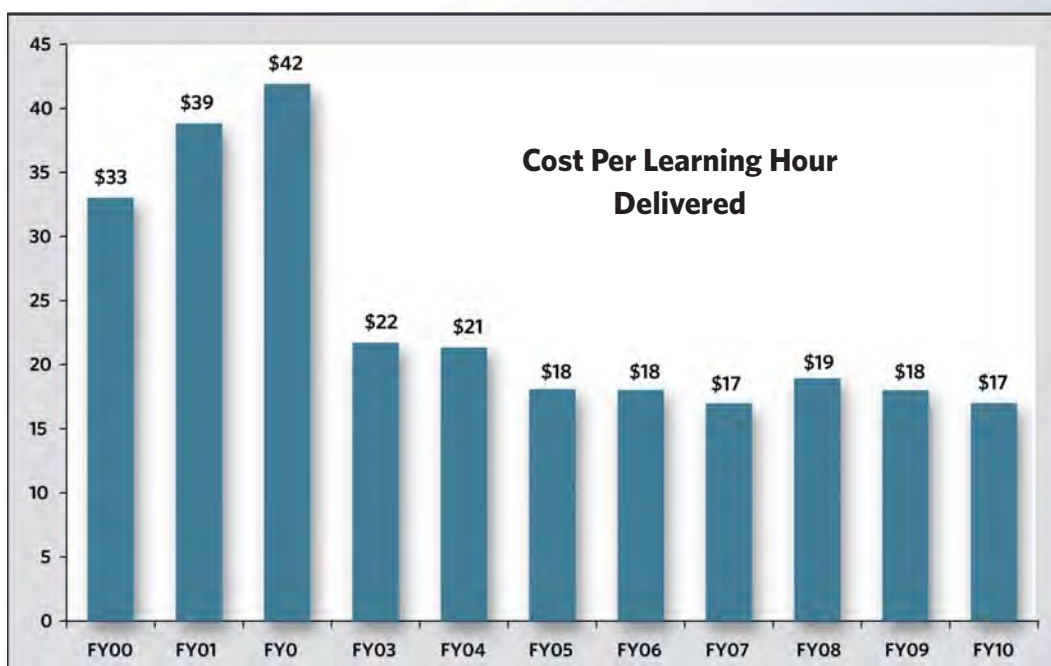SAE International, Troy, MI**

* Updated partnerships signed in FY10
** New partnerships signed in FY10

55

FY10 Resources

Over the past 10 years, DAU has seen large increases in the number of students requiring training. To meet this demand, DAU has had to carefully manage resources. For several years, DAU significantly increased the learning hours provided with no substantial increase in its budget. In FY08, FY09, and FY10, DAU received money from the 2008 National Defense Authorization Act Section 852, Defense Acquisition Workforce Development Fund, in addition to its appropriated funds. The resources provided from this workforce development fund have been applied to hiring additional faculty and expanding infrastructure to increase throughput and improve certification rates for the workforce.

Delivering More Learning for Each Budget Dollar

	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10
Training	3,020,000	2,563,000	2,240,000	3,730,000	3,900,000	4,129,349	4,351,478	4,415,087	5,308,917	6,479,014	7,948,055
Continuous Learning		331	20,382	456,423	192,000	439,416	535,315	837,086	1,205,471	1,785,446	2,150,675
Mission Assistance				136,800	170,317	380,800	400,535	389,416	419,504	492,521	559,478
Knowledge Sharing				277,000	471,500	775,654	782,818	656,674	697,509	1,236,971	1,685,894
Budget	99.7	99.5	94.7	99.9	101.0	103.4	109.4	107.0	143.1	183.0	209.6

Cost Per Learning Hour Delivered

FY00 $33, FY01 $39, FY0 $42, FY03 $22, FY04 $21, FY05 $18, FY06 $18, FY07 $17, FY08 $19, FY09 $18, FY10 $17

$209.6 million budget

12.3 million learning hours delivered

$17 per learning hour delivered
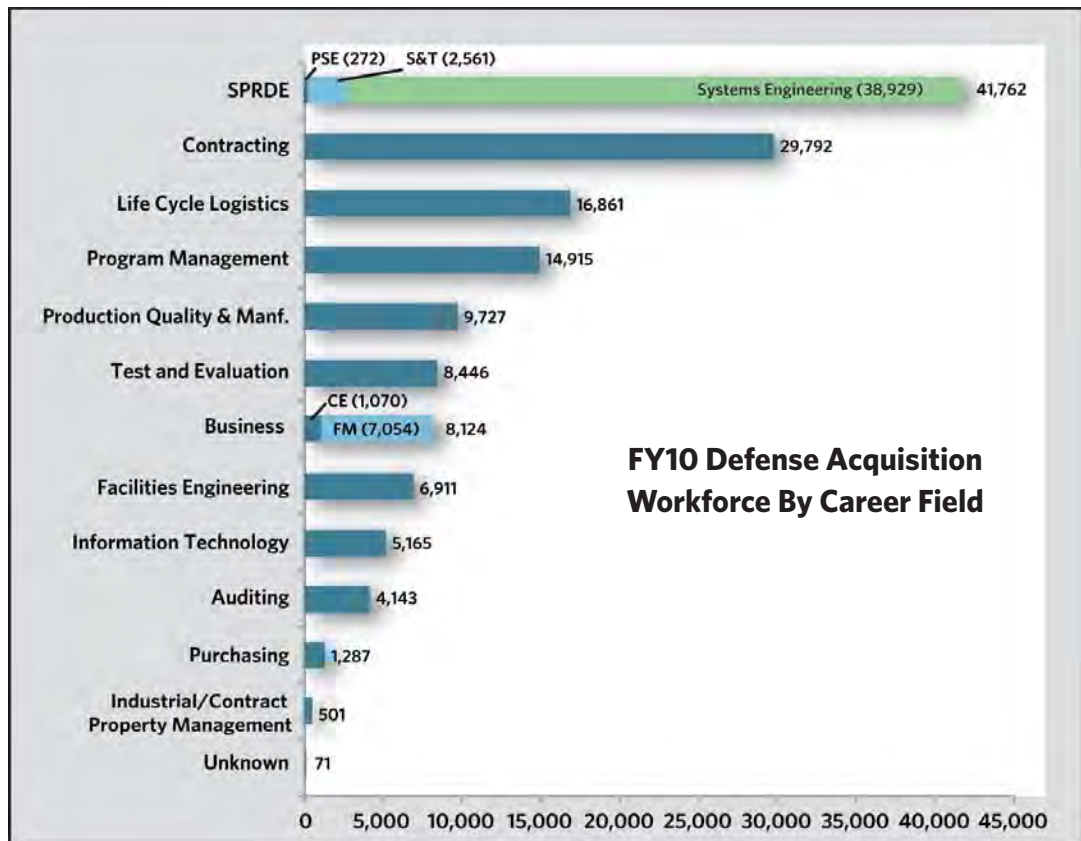
717 faculty and staff

In FY10, the Defense Acquisition Workforce was 147,705 strong. Consisting of military and civilian personnel from the Army, Navy, Air Force, and defense agencies, and spanning 15 career fields, this workforce ensures that America's warfighters have the systems, services, and supplies they need, wherever they are and whenever they need them.
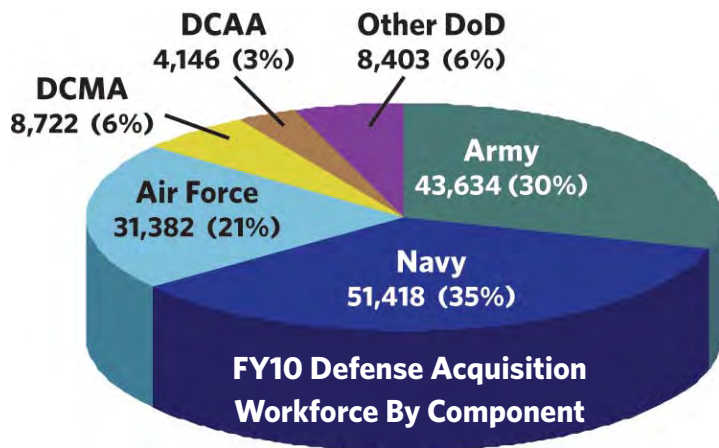
DAU faculty members possess expertise across every career field. Recruited from the military, other government agencies, and industry, DAU's faculty leverage their extensive backgrounds to develop and deliver meaningful learning assets that are relevant for the workforce.

The faculty's areas of expertise are:

- Acquisition and Program Management—37 percent
- Contracting—27 percent
- Engineering—15 percent
- Logistics—9 percent
- Business—8 percent
- Other—4 percent

FY10 Defense Acquisition Workforce By Component

- DCAA 4,146 (3%)
- Other DoD 8,403 (6%)
- DCMA 8,722 (6%)
- Air Force 31,382 (21%)
- Army 43,634 (30%)
- Navy 51,418 (35%)

FY10 Defense Acquisition Workforce By Career Field

- SPRDE — PSE (272), S&T (2,561), Systems Engineering (38,929) — 41,762
- Contracting — 29,792
- Life Cycle Logistics — 16,861
- Program Management — 14,915
- Production Quality & Manf. — 9,727
- Test and Evaluation — 8,446
- Business — CE (1,070), FM (7,054) — 8,124
- Facilities Engineering — 6,911
- Information Technology — 5,165
- Auditing — 4,143
- Purchasing — 1,287
- Industrial/Contract Property Management — 501
- Unknown — 71

Board of Visitors

The Board of Visitors (BoV) consists of members selected for their preeminence in academia, business, and industry to advise the USD(AT&L) and the DAU president.

GEN William Tuttle, Jr.
USA (Ret)
Chairperson

Gen. Bernard Randolph
USAF (Ret)
Consultant

Ms. Karen Barley
President
Corporate University Enterprise, Inc.

Mr. Carl Salzano
Vice President, Acquisition
Booz Allen Hamilton

Ms. Susan Coté
Vice President, Corporate Contracts, Pricing, and Supply Chain
Northrop Grumman Corporation

RDML Michael Sharp
USN (Ret)
Director, Maritime Advanced Technology
Raytheon Company

Mr. Curtis Gray
Senior Vice President, Human Resources
BAE Systems

RADM Lenn Vincent
USN (Ret)
Industry Advisor
National Defense Industrial Association

Mr. Michael Joyce
Senior Vice President,
Operations and Program Management
Lockheed Martin Corporation

Mr. John Wilson, Jr.
President
BizDynamics, LLC

Mr. Norman Kamikow
President and Editor in Chief
MediaTec Publishing, Inc.

Gen. Ronald Yates
USAF (Ret)
Consultant

Organization

The Honorable Ashton Carter
Under Secretary of Defense for Acquisition, Technology & Logistics

The Honorable Frank Kendall
Principal Deputy Under Secretary of Defense for Acquisition, Technology & Logistics

Defense Acquisition University

Shay Assad
Performing duties of Assistant Secretary of Defense for Acquisition

President, DAU

Lenn Vincent
Industry Chair

James McMichael
Acting

Mark Whiteside
Director
Performance & Resource Management

Rich Hoeferkamp
Pentagon Liaison

James McMichael
Vice President

Meg Hogan-Roy
Human Resource Advisor

Joseph Johnson
Chief of Staff and Acting Director Planning, Policy & Leadership Support

Learning Asset Development

Chris Hardy
Director
Global Learning & Technology Center

Tim Shannon
Director
Learning Capabilities Integration Center

Craig Lush
Director
Acker Library & Knowledge Repository

Dave Scibetta
Director
Operations Support Group

Learning Asset Delivery

Andrew Zaleski
Dean
West Region

Travis Stewart
Dean
Midwest Region

James McCullough
Dean
South Region

Barbara Smith
Dean
Mid-Atlantic Region

Robert Daugherty
Dean
Capital & NE Region

Roy Wood
Dean
DSMC-SPM

DAU Heads to Orlando

The Global Learning and Technology Center's (GLTC) Orlando site opened during the first week of December 2009. This location is the primary site for DAU's games and simulations initiatives, but works closely with GLTC's headquarters at Fort Belvoir, VA.

Dr. Alicia Sanchez from GLTC represents DAU as we forge partnerships with the University of Central Florida, Joint Advanced Distributed Learning Co-Laboratory, and Team Orlando. This site is also a test bed for technologies to be vetted before transitioning to the Fort Belvoir Teaching and Learning Lab and DAU campuses. New technologies will be evaluated and tested for their suitability to DAU's unique challenges. As DAU's reach expands, it aims to use technologies like games, simulations, virtual desktops, and cloud delivery of learning assets to further enhance access to our materials.

DAU Satellite Facility Opens at DLA Troop Support

Defense Logistics Agency (DLA) Troop Support's DAU satellite facility officially opened on September 24. This satellite location in Philadelphia is a state-of-the-art training facility made possible through a partnership of both organizations and will attract DLA Troop Support workforce members as well as employees from other nearby federal agencies for a wide variety of courses in acquisition, contracting, logistics, and program management. Additionally, offerings will include courses that focus on soft skills such as communication, leadership, and problem solving.

DAU South Facility Opening

The DAU South Region celebrated the opening of its new facility with a ribbon cutting ceremony on February 16. Located outside of Redstone Arsenal, the new facility was designed to accommodate the needs of the university's students, faculty, staff, and the environment through the combination of building materials and technology. It is one of the first buildings in the Huntsville, AL, area to exceed the new federal standards (LEED®) for energy conservation and it fully incorporates green technologies in its general operations. At nearly 63,000 square feet, the new facility will increase the teaching capacity of the South

Region by roughly 20 percent during its first year. In addition, the new facility integrates the latest technologies into the classroom environment, allowing for students to learn in greater comfort and with greater efficiency. This facility allows DAU to better support government personnel in the Hunstville area so that they can better serve America's warfighters.

Bob Daugherty
Dean

Judy Fleming
Associate Dean (AA)

Karon Curry
Associate Dean (O/MA)

AMC
CECOM
DCMA
DLA
DTRA
Hanscom AFB
ESC
MARCORSYSCOM
NGA
TRICARE

Capital and Northeast Region
Fort Belvoir, VA

For the Capital and Northeast (CNE) Region, 2010 was another remarkable year of outstanding support to the Defense Acquisition Workforce community and federal government customer base both inside the classroom and at the point of need. The dedicated professionals at CNE continued to achieve unprecedented levels of support in classroom execution, online delivery, and customer outreach. We taught 700 classes, with over 55,000 graduates, an increase of over 30 percent from the previous year. The year also saw the continued success of the Senior Service College Fellowship program at Aberdeen Proving Ground, MD; major curriculum development efforts with the new CON 090 and the IRM 202 courses; the establishment of an executive coaching capability for senior Service and defense leaders; the expansion and deployment of a revolutionary "live-fire acquisition training" capability to better assist the workforce and our major programs, including the award-winning Conclave intact team training simulation; and

the roll-out of targeted assistance to our major defense acquisition programs with the critical issues that affect their performance. DAU was awarded the 2010 Brandon Hall Research Excellence in Learning Award in the "Best Use of Virtual Worlds for Learning" category as a direct result of the Conclave Intact Team Training program development efforts, for presentation and effectiveness in the use of virtual training assets. We continued to expand critically needed efforts like contracting officer's representative training, services acquisition, consulting, and technological innovation. Our exceptional customer satisfaction, attributable to our outstanding faculty and staff, is indicative of the continued efforts of the CNE team to provide the acquisition community with the knowledge and skills to improve the success of acquisition programs.

– Bob Daugherty

Defense Commissary Agency
Langley AFB
NAVAIR-PEO(A),
 PEO(W), PEO(T)
TRADOC
JFCOM
USAREUR
USAFE
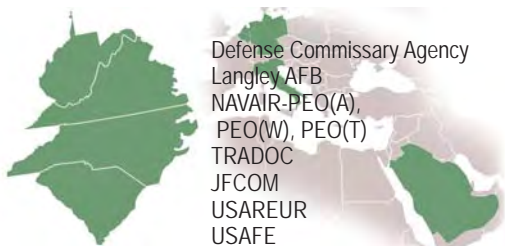
Barb Smith
Dean

Scott Ilg
Associate Dean (AA)

Duane Mallicoat
Associate Dean (O/MA)

Sandie Raley
Director of Operations

Mid-Atlantic Region
California, MD

DAU Mid-Atlantic Region continued to expand its presence, capability, and effectiveness among its regional customer base. The support for the Naval Air Systems Command (NAVAIR) and Aviation Program Executive Office grew among all acquisition category programs. This year's major defense acquisition program highlights included workshops or support for: Joint Precision Approach and Landing System, CH-53K Heavy Lift Helicopter, Broad Area Maritime Surveillance, Joint Allied Threat Awareness System, and Next Generation Jammer. Another highlight for 2010 was the request for Mid-Atlantic to support the NAVAIR acquisition community by developing and hosting the O-6 Navy-Marine Corps Acquisition Selectee Seminar, which is the forum to educate the new captain/colonel selectees on the key issues and changes facing today and tomorrow's acquisition program offices.

The regional partnership with the NAVAIR program management team continued to blossom. On the curriculum development side, a Statement of Work Workshop was used as one of the mainstay course offerings in support of the NAVAIR workforce. Mid-Atlantic is also partnering with NAVAIR on Business, Cost Estimating, and Financial Management (BCF)

University, which will include a series of brown bag lectures, hot topic forums, and a community of practice that DAU will support.

Local partnerships and support to the local community continued to have a strong place in the region's vision. The region has provided over $15,000 to local community charities and programs over the last three years.

The region's focus on our core principles of continuous process improvement and implementation of best practices and lessons learned ensures that we can add value to the supported program teams to quickly and efficiently meet the challenges facing our regional customer base.

– Barb Smith

Jim McCullough
Dean

Marshall Eubanks
Associate Dean (AA)

Richard Gallman
Associate Dean (O/MA)

Gary Byrum
Director of Operations

AMCOM GMD
Eglin AFB
MacDill AFB
 -USSOCOM
Marshall Space
 Flight Center
SMDC

South Region
Huntsville, AL

FY10 marked a year of significance for the South Region of DAU. In March, we transitioned into a new 63,000 square foot facility that was DAU's first effort to build a 21st century learning environment from the ground up, employing modern telecommunications and classroom learning capabilities. A Huntsville area customer asset, it is being used at over 100 percent capacity for a record number of DAWIA classes as well as by our customers and stakeholders to facilitate their strategic planning and offsite activities. Our faculty and staff continued their commitment to provide premier training and responsive, practical support to the Defense Acquisition Workforce as evidenced by our significant increase in delivered classes, expanded mission assistance efforts, and enhanced leadership development opportunities—all with exceptional levels of customer satisfaction. We taught over 430 courses with over 48,000 graduates—a 20 percent increase over the previous record year of 2009. We had over 100 mission assistance engagements, including direct major defense acquisition program engagements with the C-17 and Small Diameter Bomb II programs for the Air Force, Army Apache Block III, Unmanned Aerial System, and Medium Extended Air Defense Systems; support to the warfighter both pre-deployment and in theater; bringing, in collaboration with the Capital and Northeast, and Midwest Regions, the Senior Service College Fellowship to full operational capability across all three major Army acquisition centers

with 67 graduates to date; and some specialty developments for courses in understanding industry and smart program shutdown, and specialty engineering courses for the Army. We went beyond the mission and provided our community support for programs from Wounded Warriors and "Behind the Gates of Redstone Arsenal;" and conferences in Eglin AFB, Robins AFB, and Redstone Arsenal. These efforts embody the motto, "DAU is part of the community, not just a place to take classes."

– Jim McCullough

DAU South Alumni Association Hosts 6th Annual Conference and Expo

DAU's South Region hosted its 6th Annual Conference and Expo February 17 and 18 at the Von Braun Civic Center in Huntsville, AL. The theme of this year's event was "Navigating Acquisition through a Changing Environment," and the conference presented information on topics such as recent changes in DoD acquisition policy; information on developmental test and evaluation; business, cost estimating, financial management career updates; and contracting workforce challenges.

USTRANSCOM
USSTRATCOM
AFMC
ASC

Travis Stewart
Dean

Carl Hayden
Associate Dean (AA)

Vishnu Nevrekar
Associate Dean (O/MA)

Barry Roland
Director of Operations

Midwest Region
Kettering, OH

DAU Midwest Region's keyword for FY10 was "growth." Our outstanding faculty and staff once again surpassed themselves by providing stellar support and training to more than 20,000 members of the Defense Acquisition Workforce within our region, resulting in a 30 percent increase in classroom and online training course graduates from FY09. Our instructors not only delivered superior performance in the classroom, they also provided top-notch support to our customers through curriculum development, research, and mission assistance efforts to include new program startup workshops, depot activation workshops, executive coaching initiatives, and source selection consults. The DoD Acquisition Insight Conference expanded in size and scope, bringing to more than 750 attendees the latest acquisition information as well as briefings from more than 14 senior DoD leaders, including the Under Secretary of Defense for Acquisition, Technology and Logistics. We delivered the third year of the Senior Service College Fellowship program, bringing Air Force, Marine, and Navy fellows into the program for the first time, and continued the fine tradition of the Program Manager's Course (PMT 401) with our regional offerings. We grew physically as well, expanding the Kettering campus, welcoming the DAU Rock Island satellite site into the Midwest Region, and officially opening our Sterling Heights, MI, satellite site to serve U.S. Army TACOM Life Cycle Management Command and other customers at the Detroit Arsenal and throughout the region.

– Travis Stewart

DoD Acquisition Insight Conference

The DoD Acquisition Insight Conference was held at Sinclair Community College in Dayton, Ohio, April 20 and 21. Defense Acquisition Workforce members as well as industry personnel at Wright-Patterson Air Force Base, the Midwest region, and other areas of the country attended the conference, gaining the opportunity to receive updates on the latest acquisition, technology, and logistics hot topics and to participate in workshops and training targeted to acquisition professional requirements.

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Andy Zaleski
Dean

Hank DeVries
Associate Dean (AA)

Rob Tremaine
Associate Dean (O/MA)

Steve Nelson
Director of Operations

PEO JTRS
Space & Missile Command
SPAWAR
USSPACECOM
USPACOM

West Region
San Diego, CA

The West Region, with its highly professional and experienced faculty and staff, continued its tremendous support to the Defense Acquisition Workforce. The region once again graduated an all-time-high number of learners (45,189), an 8 percent increase over the previous year. Mission assistance (executive coaching, independent program assessments, program startup workshops, etc.) to the major defense acquisition programs continued to grow while providing many of our key customers with the knowledge and skills to improve the success of their acquisition programs. Support to space acquisition continued to evolve with the development of a new community of practice and a unique acquisition competition event called Guardian Challenge at the Air Force Space and Missile Systems Center (SMC). At the request of SMC, DAU developed and conducted an intensive transformational event geared to test their personnel's inherent leadership and functional expertise. At their home units, this space acquisition competition tested the mettle of six separate teams with various levels of experience and Defense Acquisition Workforce Improvement Act certifications. The region's FY10 accomplishments contributed greatly to DAU's mission.

– Andy Zaleski

Roy Wood
Dean

Anthony Romano
Associate Dean (O/MA)

Joni Forman
Associate Dean (A/LAM)

Pat Wills
Associate Dean (A/ET)

Janet Vincent
Director of Operations

DSMC—School of Program Managers Fort Belvoir, VA

DSMC—School of Program Managers had a banner year in FY10, with significant accomplishments in every area of the DAU Performance Learning Model. We continued to increase our throughput in both classroom and online offerings. We rolled out our first, very successful, offering of our Advanced Concepts and Skills for Requirements Management course, RQM 310. We delivered Defense Acquisition Executive Overview Workshops and Requirements Executive Overview Workshops to over 126 flag/ general officer and Senior Executive Service attendees. In curriculum development, we created 11 new course-ready acquisition case studies for the Program Manager's Course, PMT 401, and developed or updated over 20 learning modules for our Executive Program Manager's Course, PMT 402. We delivered six new or updated continuous learning modules for requirements, international, and program management classes; and created 15 acquisition and leadership videos for viewing on

the DAU Web site. In research, DSMC authors published 12 professional articles and presented at the Naval Postgraduate School's annual Acquisition Research Conference. DSMC also provided high-impact mission assistance to six acquisition organizations, supported the office of the Secretary of Defense in four Nunn-McCurdy IPTs, and logged a record number of hours in executive coaching efforts.

– Roy Wood

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Community Involvement

DAU Supports Bryant Adult Alternative High School

When DAU staff and faculty members helped serve Thanksgiving lunch at DAU's partnership school, Bryant Adult Alternative High School, they brought with them more than just donations of food and clothing; they brought hope to families in need. Many students took time to write thank you cards to the nameless individuals who donated food, clothing, and money to help them through particularly tough times. Here are a few excerpts: "…for someone to be kind enough and willing enough to help out like you all have is too incredible to describe in words…;" "Thank you for the food. I am really happy you thought of me;" "I'm very touched by your gift…;" "Thank you so much for your donation to my family. We are in tough times right now and we really appreciate this." About 300 students were served lunch on November 20, 2009 by our Chief of Staff Joe Johnson; Operations Director Dave Scibetta; and faculty and staff members Doug Killey, Shawna Carter, Katie Miglin, Kristen Russell, Mary Greiner, Debbie Gonzalez, Mohammed Islam, and Mike Skaines. Through DAU donations, 25 food boxes and 10 $20 Giant Food Store gift cards were distributed to students.

Operation Sugarplum

Once again, DSMC faculty and staff supported Operation Sugarplum, a Fort Belvoir Army Community Service Center program for Army personnel and their families who are experiencing financial challenges during the holidays. This year, DSMC sponsored six military families at Fort Belvoir and raised over $1,100. The donations were used to purchase commissary and Walmart gift cards to provide these families an opportunity to purchase additional food and gifts during the holidays. In support of this worthy cause, DSMC was able to bring some additional holiday cheer and make a positive difference in the lives of these Fort Belvoir Army families.

Mid-Atlantic Faculty Support Academy of Finance

The faculty of DAU Mid-Atlantic spent the week of February 22 with the Academy of Finance's (AOF) freshman class at Chopticon High School to familiarize the students with 10 of DoD's functional career fields. Presentations were given on the following: program management; contracting; systems engineering; information technology; business and financial management; cost estimating; test and evaluation; life cycle logistics; production, quality, and manufacturing; and facilities engineering. The goal for the week was to enlighten the students on the employment opportunities located onboard the Naval Air Station, Patuxent River, MD, and how efforts within the AOF curriculum could lead to enhanced opportunities for employment after graduation. The AOF partnership bridges the gap between the classroom and the workplace. Students participate in numerous shadowing days, go on field trips to the local

financial center, listen to experts in the field speak to their classes, and participate in a paid summer internship.

DAU South Senior Service College Fellowship Helps Wounded Warriors

In support of the Semper Fi Community Task Force (SFCTF), the DAU South Senior Service College Fellowship, assisted by the Cargo Helicopter Project Office, organized a fishing tournament during the week of April 4 for several wounded warriors from Walter Reed Medical Center's rehabilitation training program. The logistics of planning the event and identifying funding opportunities allowed the participants to hone their leadership skills as well as reach out to the community. The collective donation from DAU South jump-started the fundraising effort and moved the project closer to its goal of $5,000. The funds raised will allow the SFCTF to cover expenses for the wounded warriors such as lodging, transportation, meals, and fishing equipment.

23rd Annual Easter Egg Hunt

DAU hosted its 23rd Annual Easter Egg Hunt for the Fort Belvoir Exceptional Family Member Program on March 20. The festivities included egg decorating, coloring, face painting, cupcake decorating, egg hunt, pictures with the Easter Bunny, and even a piñata. Each child made his/her way through every station as the Easter Bunny roamed around. The parents and children were grateful and appreciative to DAU for continuing this annual event. Volunteers included Tawnita Blay, Bob Carlson, Carol and Bob Daugherty, Emma Duhart, Dave Gallop, Debbie Gonzalez, Mary Greiner, Rose Lowes, Katie Miglin, Donna Reece, Kristen Russell, Sherri Taillie, Stephanie Voltz, and supporting family members.

DAU Soccer Team Wins the Championship

DAU fielded its first intramural soccer team this year, and on June 8, the team won the Fort Belvoir intramural championship by beating Army Intelligence and Security Command 4-0. Goals were scored by Jason Semko, Kehl Mandt, and Chris Jones. Other team members were Ivan Amankrah, David Baer, Heather Berry, Alexis Concepcion, Daniel Durnell, Todd French, Matt Hummel, Bryan Lochra, Harper Maddox, James Mason, Corea Mcleary, Katherine Miglin, Andrew Murray, Roberto Reyes, Scott Sinclaire, Daniel Somerset, Ajay Sundaram, Heidi Taylor, and Dwayne Young.

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Corporate Team Awards

Goal 1—(Mission) Provide an integrated, interactive learning environment that helps acquisition workforce members, teams, and organizations improve acquisition outcomes.

Defense Acquisition Executive Overview Workshops (DAEOW) and Requirements Executive Overview Workshops (REOW)

Gregory Beckham
Michael Berg
Michael Bohn
Gale Brown-Neuhaus
Jim Caltrider
Andrea Carey
Dr. Kevin Carman
Dr. John Claxton
Charles Cochrane
Joe Cooke
Dr. Charles Court
    (Team Lead)*
Lt. Col. Karon Curry,
    USMC

Robert Daugherty
Barry Dillon
Lyle Eesley
Dave Floyd
CAPT Mike Ford, USN
Dave Gallop
Gordon Hagewood
Richard Hansen
Lois Harper
Michael Holbert
John Krieger
Lt. Col. Thomas Kuhn,
    USMC

Joanne MacDonald-
    Morrow
Michael Mears
Katie Miglin
Bob Morig
Dr. Al Moseley
Dr. Robert Pratt
John Pritchard
George Prosnik
Gregory Prothero
Scott Reynolds
Tony Romano
Joanne Schoonover
Seth Shepherd

Dale Shrader
Tom Simcik
Robert Skertic
Steve Spoutz
Siobhan Tack
Roberta Tomasini
Duane Tripp
Darlene Urquhart
RADM Lenn Vincent,
    USN (Ret.)
Pat Wills
Dr. Roy Wood
Randy Zittel

CON 090 Development Team

Sabrina Christian
Lillian Dunson
Terry Durrett
Thomas Elsesser
David Fowler
Valerie Hunter
Lisa Johnson
Gregory Lunsford

James Malloy
Leonardo Manning (Team Lead)*
Donald Mansfield
Clarence Roberts
Marion Robinson
Jean Sims
Dr. Ray Ward
Lee Washington

Goal 2—(Infrastructure) Continuously improve our infrastructure and mission support processes to optimize use of resources.

Defense AT&L Magazine

Christina Cavoli
Harambee Dennis*
James Elmore
Tia Gray
Judith Greig
Collie Johnson
Erica Kobren
Miracle Riese
Carol Scheina (Team Lead)
Lapedra Tolson

MDAP Mission Assistance Organizational Team
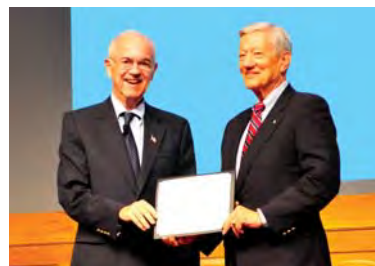
Vicky Armbruster
Norman Bull
Robert Chedister
Vance Gilstrap
Lois Harper
Duane Mallicoat
Vishnu Nevrekar
Tony Romano
Robert Spangler
Jesse Stewart (Team Lead)*
Robert Tremaine
Tom VandenBerg

* Pictured

Goal 3—(Transformation) Support congressional and DoD acquisition improvement initiatives through thought leadership, applied research, and engagement with key acquisition organizations.

Guardian Challenge

Ray Alfaro
Dr. Brian Anderson
Jay Baltazar
Brian Brodfuehrer*
Sal Cianci
Jim Rego
Stan Rosen
John Sarakatsannis
Donna Seligman
Marty Sherman
Steve Skotte
Woody Spring
Robert Tremaine (Team Lead)
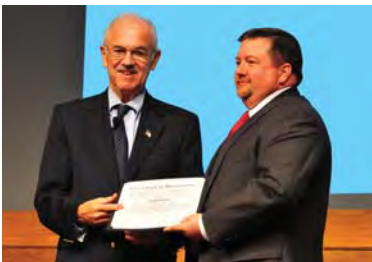Denise Wheaton
Andy Zaleski

Services Acquisition Workshops

Dennis Beers
Doug Constant
Rick Dowling
Lyle Eesley
    (Team Lead)*
John Miles
Phil Salmeri

Goal 4—(People) Foster an environment that encourages continuous development, promotes diversity, and rewards achievement to enhance job satisfaction and performance.

Office Relocation Team

Coral Bragg
Brian Chriswell
Andrew Davis
Kori Roth
Alan Thompson (Team Lead)*
Stephan Thompson

Goal 5—(Customers) Proactively engage our customers and stakeholders to understand their mission requirements and develop responsive solutions to enhance performance.

DoD Acquisition Insight Days Conference Team

Alan Thompson accepting award

Paul Brierley
Bernadette Crumb
Linda Perry
Susan Shirey
Matthew Snedeker
Jonathan Specht
Jeffrey Tkach
Jim Valley
Lynn Zabkar (Team Lead)

JPEO for Chemical Biological Defense

Steve Brown*
Bob Carlson
Jim Curry
Bill Decker
Bob Gustavus
Larry Heller
Mike McGhee
Patrick Morrow
Dr. John Snoderly
David Swinney
Bert Tagge
Jim Weitzner

Individual Awards

Congratulations to the following recipients of our individual awards in the DAU Corporate Recognition Awards program:

Ask-A-Professor

Michelle Currier

Curriculum Development

Gary Hagan

Nicole Isenberg

James Malloy

Donald Mansfield

Customer Service

Kim Howells

Mark Lewis

Knowledge Sharing

Ivan Teper

Mission Assistance

Lt. Col. Karon Curry, USMC

Kenneth Nicholas

Mission Assistance to the Warfighter

Seth Shepherd

Research

Outstanding Media

Dr. Mike Kotzian

Carol Scheina

Staff Person of the Year

Richard David

Lisa Smith

Alan Thompson

Teaching Band A

Teaching Band B

Teaching Band C

Jed Nichols

Jan Kinner

Dr. Thomas Mahoney

Bob Carlson

Hall of Fame

Myrna Bass

In recognition of her service to the Defense Acquisition University from 1983 to 2006—As manager of DAU's Virtual Campus, Ms. Bass expertly directed the operations of the ATLAS learning management system to establish a global learning environment for the defense acquisition community. Her efforts were critical to DAU's ability to achieve over 300,000 online course graduates and 500,000 continuous learning module completions from 2002 to 2006. As the originator of DAU's Learning Resource Center, she enhanced the professional and personal growth and development of thousands of DAU students.

Dr. John Dwyer

In recognition of his service to the Defense Acquisition University from 1987 to 2008—During Dr. Dwyer's 21 years at DAU, he made significant contributions that continue to impact the workforce today, including the Packard Commission and the passage of DAWIA. Serving in a variety of leadership and faculty positions, he culminated his career as the first site manager at Eglin Air Force Base, FL, where he provided responsive training support and mission assistance and fostered career-long learning. His outstanding efforts exemplified DAU's goal of being a vital part of the local acquisition community to enhance acquisition outcomes.

Dr. Robert Lightsey

In recognition of his service to the Defense Acquisition University from 1991 to 2009—As a professor, department chair, and course manager, Dr. Lightsey transformed DAU's systems engineering program into a world-class training curriculum. He organized the Engineering and Technology Department and established strong working relationships with the systems engineering community across DoD. He authored numerous scholarly articles and led the development of DAU's Systems Engineering Fundamentals Course. His vast contributions to DAU and the defense acquisition community significantly enhanced the DoD acquisition process.

RADM Lenn Vincent, USN, (Ret.)

In recognition of his service to the Defense Acquisition University from 1997 to Present—As the 14th Commandant of the Defense Systems Management College, RADM Vincent enhanced acquisition management training and ensured that learning assets were responsive to the needs of the military Services and defense agencies. As DAU's Industry Chair, he served as liaison between the university and industry. He provided students with a vital industry perspective through a world-class guest speaker program and participation of industry students in senior-level and executive courses.

Recognizing Workforce Achievement

On behalf of the USD(AT&L), DAU manages three awards programs designed to recognize achievement in acquisition operations and workforce development.

David Packard Excellence in Acquisition Award

The Packard Award, established in 1997, is the most prestigious team award within the Department of Defense's acquisition, technology, and logistics community. It recognizes those organizations, groups, and teams that have demonstrated exemplary innovation using acquisition best practices. This year, 22 teams were nominated and considered for the outstanding accomplishments of their programs, with three teams ultimately being selected to receive the Packard Award.

Combined Enterprise Regional Information Exchange System— International Security Assistance Force Team
(l to r) Bill Sverapa; Mary Woods; John Kays; Garry Vittorini; Jennifer Zbozny; Matt Iannelli; LTC Bob Backman, USA; Doug Wiltsie; and BG Tom Cole, USA

The CX-I Team rapidly responded to a critical gap in electronic data sharing among coalition partners in Afghanistan. The team engineered, procured, fielded, configured, and installed all CX-I equipment within four weeks of the date the operations order was signed while also providing CX-I training capability at facilities in the United States. The team's solution enabled extensive reuse of existing network equipment, saving over $10 million at the first unit alone.

Joint Strike Fighter Electronic Protection Team
(l to r) VADM David Venlet, USN; Mark Strayer; Dave Black; Bill Dooley; Col. Tim Morris, USAF; and Doug Ebersole

The F-35 Radar Electronic Protection team responded with innovation and agility to rapid changes and updates to software-based jamming systems and successfully demonstrated a quantum leap in performance against enemy jammers designed to meet an advanced threat. As a result of these achievements, the F-35 radar program is now in the confident position that it will be operationally effective in a dense and advanced electronic attack environment with its latest configuration, leading to a tremendous increase in the F-35's lethality and survivability.

Aegis Readiness Assessment Vehicle (ARAV) Team
(l to r) Tom Johnson; John Winstead; RDML Joseph Horn, USN; and Tim Troske

The ARAV Team used innovative acquisition practices to build, integrate, and launch eight ballistic missile targets, including a new highly sophisticated vehicle that provided the United States with the ability to test against complicated threat representative countermeasures. The ARAV's acquisition strategy incorporated maximum reuse of assets and procedures, resulting in new vehicle targets that are over 85 percent less costly than the targets they replaced. When the requirement came to develop an additional member of the ARAV family, the ARAV Team responded with an unparalleled design within four months and deployment of the final target in 18 months—a previously unachieved accomplishment within the Missile Defense Agency. The resultant flight vehicle was delivered ahead of even the most aggressive schedule and cost $23 million less than the only other proposed alternative.

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USD(AT&L) Workforce Achievement Award

The USD(AT&L) Workforce Achievement Award program was established as a result of the Weapon Systems Acquisition Reform Act of 2009 for the purpose of encouraging and recognizing excellent performance by members of the Defense Acquisition Workforce in the acquisition of products and services for the Department of Defense. Recipients are judged based on their specific achievements within their functional area/category.

Contract Auditing
COL Frank Steinbugl, USA, *assigned to the Defense Contract Management Agency*

COL Steinbugl expertly crafted the contract administration tactics, techniques, and procedures that allowed the simultaneous stabilization of Iraq and commencement of the largest drawdown of forces since World War II. He spearheaded an aggressive approach to resolving contractor performance issues related to critical life, health, and safety services.

Contracting and Procurement
Patrick Losse, *Defense Contract Management Agency*

Mr. Losse was responsible for all quality assurance functions of the most critical acquisition program in the Department of Defense, coordinating government inspection of thousands of MRAP all-terrain vehicles. Appointed the Quality Coordinator for the entire program, his oversight of more than 60 subcontractors and several production facilities was critical to real-time event management. His insight and leadership allowed DCMA to meet every expectation and surpass every goal.

Business
Mary "Kathy" Allen, *U.S. Air Force*

Ms. Allen demonstrated excellence in business management as Chief of Finance for the 918th Armament Systems Group. Responsible for managing all financial resources for the $8 billion portfolio of Miniature Munitions, she provided expert advice to program leadership for the effective, efficient, and transparent allocation of program resources. Ms. Allen's business and financial acumen enabled the Miniature Munitions Group to rapidly respond to CENTCOM and SOCOM combat requirements to integrate the Small Diameter Bomb Increment I onto a non-traditional airborne platform, increasing combat flexibility.

Program Management
Margaret McCaskey, *U.S. Special Operations Command*

Ms. McCaskey demonstrated unparalleled program management and leadership for the acquisition and sustainment of U.S. Special Operations Command's unmanned aircraft systems and intelligence, surveillance, and reconnaissance systems. She was responsible for assets providing 24 hours-a-day, seven days-a-week surveillance and overwatch in support of personnel engaged in overseas contingency operations worldwide. SOCOM's ability to develop and execute effective and efficient acquisition strategies that accelerate the fielding of weapons systems to the soldier is a direct result of Ms. McCaskey's leadership.

Life Cycle Logistics
Barry Thrower, *U.S. Army*

In his role as Logistics Director, Mr. Thrower is responsible for the execution and logistics support of close combat weapons systems, which are fielded throughout all units in the U.S. Army, the U.S. Marine Corps, and numerous international customers. He has managed numerous successful theater introductions of critical capabilities that were direct requests from the warfighter while maintaining a consistent operational readiness rate in excess of 90 percent for two weapons systems involved in combat operations in Operation Enduring Freedom and Operation Iraqi Freedom for the past five years.

Systems Planning, Research, Development, and Engineering
James Carter, *U.S. Air Force*

Mr. Carter demonstrated excellence as Director of Engineering for two high-profile weapons acquisition organizations: the Advanced Programs Group and the Miniature Munitions Group. He successfully transitioned the Active Denial System from a research lab effort to a true acquisition program, resulting in the first deployment of a directed energy weapon. He also led the Small Diameter Bomb Increment II program through Milestone B and acquired an all-weather, stand-off, moving target defeat weapon for the U.S. Air Force and U.S. Navy and returned the Small Diameter Bomb Increment I weapon to the fight.

Test and Evaluation,
Stuart Butts, *U.S. Air Force*

Mr. Butts excelled in his role as Technical Advisor for Detachment 6 of the Air Force Operational Test and Evaluation Center in planning, executing, and documenting realistic and objective operational tests and evaluations of Air Force, joint, and coalition fighter aircraft in support of major program milestone decisions and major command fielding decisions. He played a pivotal role in the determination of the mission capabilities and limitations of fifth generation and legacy fighter aircraft (F-35, F-22, F-16, F-15C/E, and A-10) through evaluations of operational effectiveness and suitability to meet warfighter mission needs.

Acquisition in an Expeditionary Environment
Dave Seagle, *U.S. Navy*

Mr. Seagle's contributions to the warfighter are best quantified by his program's record in 2009 and 2010 of providing over half of total maritime intelligence, surveillance, and reconnaissance (ISR) to the U.S. Central Command with a single air vehicle deployed. With each flight, this capability has freed multiple manned maritime patrol and reconnaissance aircraft to participate in other high-value ISR activities. Because of Mr. Seagle's efforts, this small program is a true force multiplier in Fifth Fleet's area of responsibility.

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USD(AT&L) Workforce Development Awards

The seventh annual USD(AT&L) Workforce Development Award program was held in conjunction with the PEO/SYSCOM Commanders' Conference. The award was established in 2004 for the purpose of recognizing organizations that are achieving excellence in learning and development for their employees. Additionally, the award program identifies best practices that other organizations can emulate. Details on these best practices can be found, at www.dau.mil/acqawards/development.

Gold Winners

Large Organization

Naval Undersea Warfare Center Division, Keyport, Keyport, WA

Keyport's Technical Capability Health Assessment identifies gaps between workload demand and workforce supply, then assesses the level of technical capability available. Results are used to manage technical workload and to drive workforce training and development, succession planning, and recruiting.

Small Organization

Cost and Systems Analysis Office, U.S. Army TACOM Life Cycle Management Command Warren, MI

The Master Training Plan for each employee provides a step-by-step roadmap of the training required to achieve Level III DAWIA certification in their career field. The internally-developed Professional Analyst Development Plan is the backbone of C&SA's life cycle approach to workforce development.

Silver Winners

Large Organization

U.S. Army Tank Automotive Research, Development and Engineering Center Warren, MI

TARDEC uses a career progression for students, from a summer hire program to the Student Temporary Employment Program and Student Career Experience Program (SCEP). After college graduation, many students convert to full-time intern positions. The five-year retention rate for SCEPs over the past 10 years is nearly 95 percent. More than 60 percent of student program participants achieve a leadership role at TARDEC.

Small Organization

Air Force Security Assistance Center Wright-Patterson AFB, OH

Process Desk Guides provide templates, checklists, and references for AFSAC's core business process execution. Authored by internal experts, the guides yield consistent work products and processes, transfer knowledge, and get new employees up to speed quickly. Nearly 460 guides have been completed, with a 62 percent increase in users and over 12,000 site visits by internal and external customers. AFSAC also initiated a Supervisor Certification Program with 25 super users completing the program.

Bronze Winners

Large Organization
U.S. Army Natick Soldier Research, Development and Engineering Center
Natick, MA

NSRDEC's Leadership Competency Model encourages self-assessment and includes progressive, descriptive criteria for 22 competencies to facilitate planning for leadership development. Team leaders are paired with certified leadership coaches to discuss individual areas of development and focus on high-priority needs identified by self-assessments and 360-degree feedback.

Large Organization
Air Force Global Logistics Support Center
Scott AFB, IL

AFGLSC developed a Supply Management Certificate Program in line with the DoD Logistics Human Capital Strategy and with industry best practices. The framework addresses critical career development gaps and provides employees a training roadmap for their career path. This first-ever certification process for supply chain management employees requires demonstrating task proficiency through structured on-the-job training.

Small Organization
Office of Naval Research
Arlington, VA

ONR's Academy of Learning builds cross-functional relationships among the participants. Presenters use case studies, role playing, interviews, and small group activities to create an interactive learning experience. Additionally, to facilitate recruiting top engineers and scientists from around the country, ONR's Virtual Employee Program allows employees flexibility in choosing where to live. ONR currently has seven virtual employees.
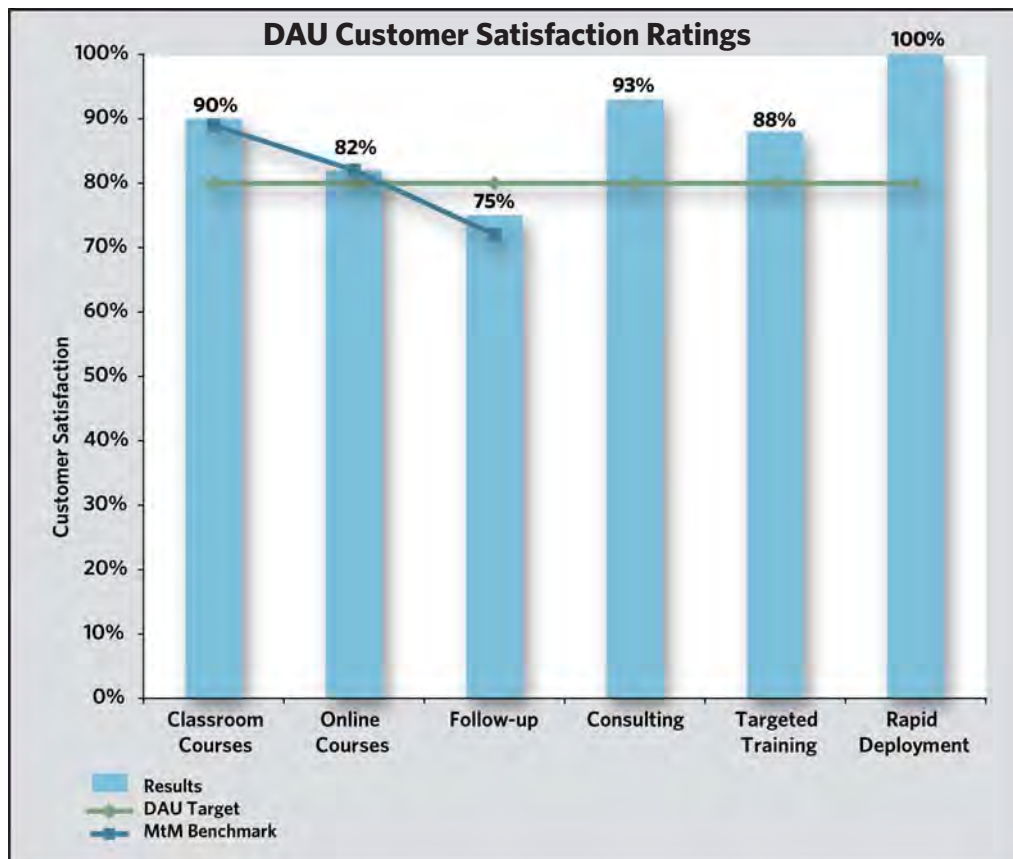
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Ratings

For any organization to succeed, it must satisfy its customers. DAU does just that. From contracting personnel in areas of conflict to senior DoD leaders, from small buying commands to major defense acquisition programs, from individual workforce members to intact acquisition teams—DAU provides a variety of learning assets to help the Defense Acquisition Workforce support the warfighter. DAU uses the state-of-the-art, end-of-course survey program Metrics that Matter (MtM), a Web-based learning evaluation system with an extensive database of performance benchmarks, to collect survey data from students and customers. DAU evaluates customer satisfaction based on the 4-level Kirkpatrick training assessment model and uses the 7-point Likert scale. Students are provided a link to the survey at the end of each course, which includes questions on course content, coursework, faculty, and job applicability. Ratings are reviewed regularly and improvements are made in DAU's products and services based on these evaluations.

In FY10:

- 45,960 surveys were completed by students in DAU's classroom courses; the average rating was 6.31 (or 90 percent). This exceeded DAU's target of 80 percent by 10 percent and is 1 percent above the Metrics that Matter corporate benchmark of 89 percent.

- 93,007 surveys were completed by online students; the average rating was 5.77 (or 82 percent). This exceeded DAU's target of 80 percent by 2 percent and equals the Metrics that Matter corporate benchmark of 82 percent.

- 25,657 follow-up surveys were completed; the average rating was 5.26 (or 75 percent). This fell short of DAU's target of 80 percent by 5 percent but is 3 percent above the Metrics that Matter corporate benchmark of 72 percent.

DAU Customer Satisfaction Ratings

Category	Results	DAU Target	MtM Benchmark
Classroom Courses	90%	80%	89%
Online Courses	82%	80%	82%
Follow-up	75%	80%	72%
Consulting	93%	80%	
Targeted Training	88%	80%	
Rapid Deployment	100%	80%	

DAU Awards

2010 Brandon Hall Research Excellence in Learning Award for Best Use of Virtual Worlds for Learning

DAU was named a recipient of a 2010 Brandon Hall Research Excellence in Learning Award in the Best Use of Virtual Worlds for Learning category. This category is for written descriptions of a workplace learning program that includes the use of a virtual world—such as Second Life or other 3-D immersive online space—for learning. DAU was selected for its Conclave family of immersive learning simulation technologies, part of the toolbox of intact team training capabilities.

Leadership Excellence—2010 Best in Leadership Development

Leadership Excellence magazine connected with over 1,000 organizations to determine the best learning and development programs and practices. DAU was again selected as the Best in Government/Military. DAU has consistently won this top honor every year since 2005.
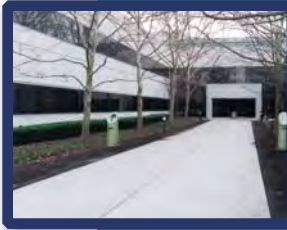
DAU Locations

West Region
San Diego, CA
619-524-4814

Midwest Region
Kettering, OH
937-781-1025

South Region
Huntsville, AL
256-922-8020

Mid-Atlantic Region
California, MD
240-895-7344

Capital & Northeast Region
Fort Belvoir, VA
703-805-2764

DSMC—School of Program Managers
Fort Belvoir, VA
703-805-2436

www.dau.mil

Defense Acquisition University
9820 Belvoir Road
Fort Belvoir, Virginia 22060-5565